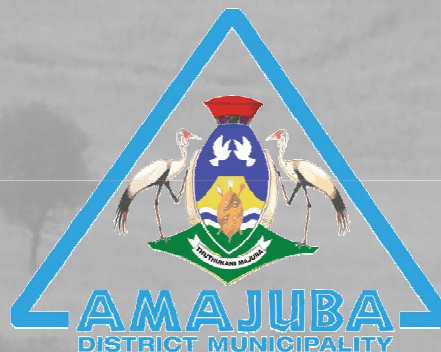


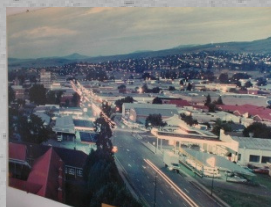


INTEGRATED DEVELOPMENT PLAN REVIEW

FOR 2010/11



**FINAL REPORT
SUBMITTED TO COGTA
MAY 2010**



2.6.8	LINKING THE LED STRATEGIES AND PROJECTS TO THE SDF	
2.6.9	LINKAGES OF THE LED PLANS TO THE NATIONAL AND PROVINCIAL OBJECTIVES	
2.6.10	LED OBJECTIVES, BUDGETS AND TIMEFRAMES	
2.7	CRIME LEVELS	50
2.7.1	BACKGROUND	
2.7.2	OVERALL CRIME SITUATION	
2.7.3	VIOLENT CRIMES	
2.7.4	PROPERTY CRIME	
2.7.5	POLICING RATIOS	
2.8	THE PROVISION OF BASIC INFRASTRUCTURE AND SERVICES	52
2.8.1	INTRODUCTION	
2.8.2	HOUSING	
2.8.3	WATER	
2.8.4	SANITATION	
2.8.5	ENERGY FOR LIGHTING	
2.8.6	REFUSE REMOVAL	
2.8.7	ROADS	
2.8.8	TELECOMMUNICATIONS AND INTERNET ACCESS	
2.8.9	HEALTHCARE FACILITIES	
2.8.10	EDUCATION FACILITIES	
2.8.11	EXTENDED PUBLIC WORKS PROGRAMME	
2.9	ENVIRONMENTAL ANALYSIS	90
2.9.1	THE STATUS QUO	
2.9.2	BIO- DIVERSITY CONSERVATION	
2.9.3	ENVIRONMENTAL SECTOR PLANS	
2.10	INSTITUTIONAL ANALYSIS	96
2.10.1	STAFF COMPONENT OF THE ADM	
2.10.2	PORTFOLIO STANDING COMMITTEE	
2.10.3	EMPLOYMENT EQUITY	
2.10.4	SKILLS DEVELOPMENT	
2.10.5	MUNICIPAL HUMAN RESOURCE STRATEGIES	
2.10.6	SUCCESSION PLAN	
2.10.7	INTERGOVERNMENTAL RELATIONS STRUCTURES	
2.10.8	INSTITUTIONAL STRUCTURES CREATED	
2.10.9	PLANNING SHARED SERVICES	
2.10.10	WARD COMMITTEES	
2.10.11	POWERS AND FUNCTIONS	
2.10.12	TRADITIONAL AUTHORITIES	
2.10.13	AUDIT COMMITTEE	
2.11	LAND REFORM	108
2.12	MILLENNIUM DEVELOPMENT GOALS	111
2.13	NATIONAL AND PROVINCIAL GUIDELINES	117
2.13.1	NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE	
2.13.2	PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)	
2.13.3	PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSDDS)	
2.13.4	THE ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA (ASGI- SA)	
2.14	CHALLENGES FACING THE DISTRICT MUNICIPALITY	123
2.15	SUMMARY OF PRIORITY NEEDS	127
2.16	GROWTH POTENTIAL AND CONSTRAINTS TO DEVELOPMENT OPPORTUNITIES IN THE ADM	128
2.16.1	AREAS OF GROWTH POTENTIAL	
2.16.2	CONSTRAINTS TO DEVELOPMENT	
3.0	SECTION C: DEVELOPMENT STRATEGIES	130
3.1	INTRODUCTION	130
3.2	VISION, MISSION AND OBJECTIVES FOR THE ADM	130
3.2.1	VISION	
3.2.2	MISSION	
3.2.3	VALUES	
3.3	DEVELOPMENT STRATEGIES	131
3.3.1	BACKGROUND	

3.3.2	OUTCOMES OF THE GROWTH AND DEVELOPMENT SUMMIT	
3.3.3	ALIGNMENT WITH THE PGDS AND NSDP	
3.4	FOCUS AREAS	132
3.5	AMAJUBA STRATEGIC FRAMEWORK	137
4.0	SECTION D: HIGH LEVEL SDF	186
4.1	BACKGROUND AND AMENDMENTS DURING THE IDP REVIEW	186
4.2	THE SETTLEMENT HIERARCHY	186
4.2.1	BACKGROUND	
4.2.2	THE RURAL SERVICE SYSTEM MODEL	
4.2.3	THE NEWCASTLE SPATIAL DEVELOPMENT FRAMEWORK	
4.2.4	THE AMAJUBA SETTLEMENT HIEARCHY	
4.2.5	MOUNTAINOUS AREAS NODAL DEVELOPMENT POLICY	
4.3	LOCATION OF FUTURE SETTLEMENT	191
4.3.1	HOUSING DELIVERY	
4.3.2	INTEGRATION OF URBAN AREAS	
4.3.3	THE URBAN EDGE	
4.4	ALIGNMENT OF THE SDF WITH KEY PROVINCIAL & NATIONAL POLICIES	193
4.4.1	THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE	
4.4.2	PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)	
4.5	INTERVENTION AREAS	195
4.5.1	ENVIRONMENTALLY SENSITIVE AREAS	
4.5.2	LAND REFORM PROJECTS	
4.5.3	POVERTY RELIEF AREAS	
4.5.4	INTEGRATION OF AREAS OF ECONOMIC POTENTIAL WITH AREAS OF HIGH POVERTY	
4.5.5	STRATEGIES FOR SOCIAL, CULTURAL AND ECONOMIC INTEGRATION	
4.6	SDF IMPLEMENTATION	198
4.7	LAND USE MANAGEMENT SYSTEMS	198
5.0	SECTION E: SECTOR INVOLVEMENT	200
5.1	INTRODUCTION	200
5.2	DEPARTMENT OF AGRICULTURE, ENVIRONMENTAL AFFAIRS AND RURAL DEVELOPMENT	200
5.2.1	VISION	
5.2.2	MISSION	
5.2.3	PROJECTS	
5.3	DEPARTMENT OF ARTS AND CULTURE	212
5.3.1	VISION	
5.3.2	MISSION	
5.3.3	PROJECTS	
5.4	DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM	213
5.4.1	VISION	
5.4.2	MISSION	
5.4.3	VALUES	
5.4.4	PROJECTS	
5.5	DEPARTMENT OF EDUCATION	214
5.5.1	VISION	
5.5.2	MISSION	
5.5.3	PROJECTS	
5.6	DEPARTMENT OF HEALTH	215
5.6.1	VISION	
5.6.2	MISSION	
5.6.3	VALUES	
5.6.4	PROJECTS	

5.7	DEPARTMENT OF HUMAN SETTLEMENT	216
5.7.1	VISION	
5.7.2	MISSION	
5.7.3	OBJECTIVES	
5.7.4	PROJECTS	
5.8	DEPARTMENT OF COMMUNITY SAFETY AND LIAISON	220
5.8.1	VISION	
5.8.2	MISSION	
5.8.3	VALUES	
5.8.4	PROJECTS	
5.9	DEPARTMENT OF SOCIAL DEVELOPMENT	222
5.9.1	VISION	
5.9.2	MISSION	
5.9.3	PROJECTS	
5.10	DEPARTMENT OF SPORTS AND RECREATION	223
5.10.1	VISION	
5.10.2	MISSION	
5.10.3	VALUES	
5.10.4	PROJECTS	
5.11	DEPARTMENT OF COOPERATIVE GOVERNANCE & TRADITIONAL AFFAIRS	225
5.11.1	VISION	
5.11.2	MISSION	
5.11.3	PROJECTS	
5.12	DEPARTMENT OF TRANSPORT	225
5.12.1	VISION	
5.12.2	MISSION	
5.12.3	OBJECTIVES	
5.12.4	PROJECTS	
5.13	DEPARTMENT OF PUBLIC WORKS	230
5.13.1	VISION	
5.13.2	MISSION	
5.13.3	PROJECTS	
6.0	SECTION F: IMPLEMENTATION PLAN	231
7.0	SECTION G: PROJECTS	235
7.1	INTRODUCTION	235
7.2	PROJECT PRIORITISATION MODEL	235
7.3	PROJECTS IDENTIFIED BY IDP RF MEMBERS	236
7.3.1	PROJECTT "WISH- LIST"	
7.3.2	"WISH- LIST" PROJECTS IMPLEMENTED IN THE 2009/10 FINANCIAL YEAR	
7.4	2010/11 IDP PROJECTS	238
8.0	SECTION H: FINANCIAL PLAN AND SDBIP	253
8.1	FINANCIAL PLAN	253
8.1.1	LEGISLATIVE FRAMEWORK	
8.1.2	FINANCE	
8.1.3	MUNICIPAL INCOME	
8.1.4	MUNICIPAL EXPENDITURE	
8.1.5	INVESTMENTS, LOANS AND LOSSES	
8.1.6	ASSETS AND LIABILITIES	
8.1.7	COSTS OF SERVICES	
8.1.8	POTENTIAL SOURCES OF INCOME AND REVENUE	
8.1.9	DEBT CONTROL MEASURES	
8.1.10	MANAGEMENT'S RESPONSE TO THE AG'S REPORT FOR THE PERIOD ENDING JULY 2009	

8.2	SUPPORT TO LOCAL MUNICIPALITIES	266
8.3	MAINTENANCE	267
8.4	BUDGET PER KEY FOCUS AREA	268
8.5	SDBIP	271
9.0	SECTION I: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM	312
9.1	INTRODUCTION AND BACKGROUND	312
9.2	PERFORMANCE MANAGEMENT POLICY STATEMENTS	317
9.3	PERFORMANCE AREAS	319
9.4	MECHANISMS TO MONITOR AND EVALUATE PERFORMANCE	324
9.4.1	2008/9 PERFORMANCE ASSESSMENTS	
9.4.2	2009/10 PERFORMANCE ASSESSMENTS	
9.4.3	SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN	
9.4.4	WAYS TO ADDRESS UNSATISFACTORY PERFORMANCE	
9.5	PERFORMANCE AND FINANCIAL AUDIT COMMITTEE	326
9.5.1	AUDIT COMMITTEE APPOINTMENT	
9.5.2	INTERNAL AUDITING AND RISK MANAGEMENT	
9.6	PERFORMANCE AND FINANCIAL AUDIT COMMITTEE CHARTER	327
9.6.1	AUDIT COMMITTEE CHARTER PURPOSE	
9.6.2	AUTHORITY	
9.6.3	MEETINGS	
9.6.4	RESPONSIBILITIES	
9.7	ANNUAL REPORT	330
9.7.1	2007/8 ANNUAL REPORT	
9.7.2	2008/9 ANNUAL REPORT	
9.7.3	2009/10 ANNUAL REPORT	
9.8	CUSTOMER SATISFACTION SURVEY	332
9.8.1	2009/10 CUSTOMER SATISFACTION SURVEY	
9.9	STAFF SURVEY	333
9.9.1	2008 STAFF SURVEY	
9.9.2	2009 STAFF SURVEY	
9.10	SUMMARY OF ROLES AND RESPONSIBILITIES OF KEY ROLEPLAYERS IN THE FUNCTIONING OF THE PMS	334
9.11	IMPLEMENTATION OF BATHO PELE	336
10.0	SECTION J: ANNEXURES	339
10.1	CURRENT STATUS OF SECTOR PLANS	339
10.2	DESCRIPTION OF SECTOR PLANS	340
ANNEXURE J.1	DETAILED SPATIAL DEVELOPMENT FRAMEWORK	
ANNEXURE J.2	DETAILED DISASTER MANAGEMENT PLAN	

SECTION K: APPENDICES

SECTION K.1	INSTITUTIONAL STRUCTURE
SECTION K.2	POWERS AND FUNCTIONS
SECTION K.3	PROJECTS PER SECTOR PLAN
SECTION K.4	PROJECTS IDENTIFIED BY COMMUNITY MEMBERS
SECTION K.5	IDP IMPLEMENTATION REPORT FOR THE SECOND QUARTER
SECTION K.6	AUDITOR GENERAL'S REPORT AND RESPONSES
SECTION K.7	PUBLIC PARTICIPATION PROCESS & PARTICIPATION PLAN
SECTION K.8	COMMUNICATION PLAN
SECTION K.9	OUTCOMES OF THE GROWTH SUMMIT
SECTION K.10	ANNUAL REPORT
SECTION K.11	MUNICIPAL TURNAROUND STRATEGY
SECTION K.12	PROJECTS IDENTIFIED PER WARD

LIST OF MAPS

MAP 1:	AMAJUBA DISTRICT MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK
MAP 2:	IDP AND LED PROJECTS
MAP 3.1:	ACCESS TO PIPED WATER FOR HOUSEHOLDS WEIGHTED- AMAJUBA DM
MAP 3.2:	ACCESS TO ENERGY FOR COOKING FOR HOUSEHOLDS WEIGHTED- AMAJUBA DM
MAP 3.3:	ACCESS TO ENERGY FOR HEATING FOR HOUSEHOLDS WEIGHTED- AMAJUBA DM
MAP 3.4:	ACCESS TO ENERGY FOR LIGHTING FOR HOUSEHOLDS WEIGHTED- AMAJUBA DM
MAP 3.5:	FLUSH TOILETS FOR HOUSEHOLDS WEIGHTED- AMAJUBA DM
MAP 3.6:	REFUSE REMOVAL FOR HOUSEHOLDS WEIGHTED- AMAJUBA DM
MAP 4:	AMAJUBA DISTRICT MUNICIPALITY TOURISM MAP
MAP 5:	AMAJUBA DISTRICT MUNICIPALITY CURRENT ECONOMIC SECTORS
MAP 6:	AMAJUBA DISTRICT MUNICIPALITY OWNERSHIP CLASSES
MAP 7:	AMAJUBA DISTRICT MUNICIPALITY CAPITAL PROJECTS
MAP 8:	AMAJUBA DISTRICT MUNICIPALITY REQUIRED INFRASTRUCTURE INVESTMENT INITIATIVES

LIST OF TABLES

TABLE 1:	SUMMARY OF BASIC FACTS AND FIGURES
TABLE 2:	IDP PRIORITY ISSUES
TABLE 3:	CURRENT STATUS OF IDP SECTOR PLANS
TABLE 4:	AMAJUBA SETTLEMENT HIERARCHY FOR 2009/10
TABLE 5:	COMMENTS FROM THE MEC
TABLE 6:	IDP REPRESENTATIVE FORUM DATES
TABLE 7:	INCOME AND EXPENDITURE
TABLE 8:	TOP FIVE IDP'S RANKED FOR THE PROVINCE
TABLE 9:	COMMENTS FROM THE MEC
TABLE 10:	MEC'S ASSESSMENT RANKINGS
TABLE 11:	COMPARABLE FACTS & FIGURES
TABLE 12:	POPULATION DYNAMICS
TABLE 13:	POPULATION DENSITIES (PEOPLE/ KM2)
TABLE 14:	AGE PROFILES
TABLE 15:	GENDER PROFILES (%)
TABLE 16:	EDUCATION LEVELS OF PEOPLE OVER 20 YEARS (%)
TABLE 17:	URBANISATION SHIFTS IN THE AMAJUBA DM
TABLE 18:	COMPARATIVE HOUSEHOLD SIZE
TABLE 19:	LAND TENURE PROFILE (2005)
TABLE 20:	LAND OWNERSHIP PROFILE BY MAJOR TYPES (2007)
TABLE 21:	ADM ANTI-RETROVIRAL PROGRAMME
TABLE 22:	TOP 10 CAUSES OF MORBIDITY AND MORTALITY IN ADULTS AND CHILDREN IN THE ADM (2008)
TABLE 23:	MULTIPLE DEPRIVATION PER WARD
TABLE 24:	LED PROJECTS, BUDGETS AND TIMEFRAMES
TABLE 25:	HOUSING BACKLOGS
TABLE 26:	ESTIMATED HOUSING BACKLOGS
TABLE 27:	ACCESS TO WATER (2007)
TABLE 28:	ACCESS TO WATER FOR EMADLANGENI & DANNHAUSER
TABLE 29:	CASHFLOW PROJECTIONS (amended February 2010)
TABLE 30:	ANTICIPATED FUNDING ALLOCATIONS
TABLE 31:	TOTAL WATER INVESTMENT NEEDS (Rmill) AS AT SEPTEMBER 2009
TABLE 32:	CONSTRAINTS THAT IMPACT ON SERVICE DELIVERY
TABLE 33:	ADDRESSING WATER BACKLOGS
TABLE 34:	WATER PROVISION IN COMPARABLE DM'S
TABLE 35:	ACCESS TO SANITATION
TABLE 36:	ACCESS TO SANITATION ACCORDING TO THE ADM'S INTERNAL MONITORING DATABASE (SEPTEMBER 2009)
TABLE 37:	ADDRESSING SANITATION BACKLOGS
TABLE 38:	SANITATION IN COMPARABLE DM'S
TABLE 39:	REBURBISHMENT COSTS
TABLE 40:	ACCESS TO ELECTRICITY FOR LIGHTING
TABLE 41:	ADDRESSING ELECTRIFICATION BACKLOGS
TABLE 42:	ELECTRIFICATION PRIORITY BACK LOG PROJECT LIST
TABLE 43:	ACCESS TO REFUSE REMOVAL
TABLE 44:	ADDRESSING SOLID WASTE BACKLOGS
TABLE 45:	AMAJUBA PAVEMENT MANAGEMENT SYSTEM
TABLE 46:	ROAD REQUIREMENTS
TABLE 47:	ROADS REQUIRING IMMEDIATE ATTENTION
TABLE 48:	BROADBAND COVERAGE FOR SCHOOLS
TABLE 49:	BROADBAND COVERAGE AT CLINICS AND HOSPITALS
TABLE 50:	BASIC INFRASTRUCTURE SERVICES IN THE DISTRICT FACILITY NETWORK BY MUNICIPALITY 2009/10
TABLE 51:	PUBLIC HEALTHCARE FACILITIES OVERVIEW
TABLE 52:	ADDRESSING HEALTHCARE BACKLOGS
TABLE 53:	WATER AND SANITATION BACKLOGS AT SCHOOLS
TABLE 54:	ADDRESSING THE WATER & SANITATION BACKLOGS IN SCHOOLS

TABLE 55:	EPWP PROJECTS AND EMPLOYMENT PER DESIGNATED GROUP
TABLE 56:	ENVIRONMENTAL SECTOR PLANS
TABLE 57:	DIRECTORATES
TABLE 58:	DEPARTMENTAL RESPONSIBILITIES
TABLE 59:	DEMOGRAPHIC PROFILE OF EMPLOYEES
TABLE 60:	REPRESENTATION BY OCCUPATIONAL LEVEL
TABLE 61:	MILLENNIUM DEVELOPMENT GOALS AND TARGETS
TABLE 62:	NSDP PRINCIPLES
TABLE 63:	CAUSE AND EFFECT ANALYSIS (NSDP PILOT PROJECT, 2009)
TABLE 64:	IDP PRIORITY NEEDS
TABLE 65:	AMAJUBA STRATEGIC FRAMEWORK WITH THREE TO FIVE YEAR FOCUS
TABLE 66:	NEWCASTLE SETTLEMENT HIERARCHY
TABLE 67:	AMAJUBA SETTLEMENT HIERARCHY
TABLE 68:	SDF IMPLEMENTATION
TABLE 69:	RURAL DEVELOPMENT PROJECTS
TABLE 70:	AGRICULTURAL PROJECTS
TABLE 71:	ARTS AND CULTURE PROJECTS
TABLE 72:	DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM
TABLE 73:	PROJECTS PER MUNICIPALITY
TABLE 74:	DEPARTMENT OF HOUSING PROJECTS
TABLE 75:	COMMUNITY SAFETY AND LIAISON PROJECTS
TABLE 76:	SOCIAL DEVELOPMENT PROJECTS
TABLE 77:	SUMMARY OF BUDGETS FOR CLIENT SERVICES
TABLE 78:	SUMMARY OF BUDGETS FOR RECREATION
TABLE 79:	SUMMARY OF BUDGETS FOR FACILITIES
TABLE 80:	SUMMARY OF BUDGETS FOR THE OPERATIONAL PLAN
TABLE 81:	DEPARTMENT OF TRANSPORT PROJECTS
TABLE 82:	PUBLIC WORKS PROJECTS
TABLE 83:	THREE YEAR IMPLEMENTATION PLAN WITH COMMITTED HUMAN AND FINANCIAL RESOURCES
TABLE 84:	TECHNICAL SERVICES IMPLEMENTATION
TABLE 85:	PROJECT PRIORITISATION MODEL
TABLE 86:	PROJECT APPLICATIONS
TABLE 87:	POVERTY ALLEVIATION AND LED PROJECTS COMPLETED DURING THE 2008/9 BUDGET
TABLE 88:	POVERTY ALLEVIATION AND LED PROJECTS COMPLETED DURING THE 2009/10 FINANCIAL YEAR
TABLE 89:	ONE YEAR DETAILED OPERATIONAL PLAN
TABLE 90:	STATEMENT OF FINANCIAL PERFORMANCE FOR THE RESPECTIVE YEARS
TABLE 91:	STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE
TABLE 92:	SUMMARY OF OPERATING AND CAPITAL BUDGET VS EXPENDITURE
TABLE 93:	PERCENTAGE INCREASE/ (DECREASE) ORIGINAL BUDGET 2009/2010 VS BUDGET 2010/11
TABLE 94:	SALARY BUDGET 2010/2011: OFFICIALS AND COUNCILLOR RENUMERATION
TABLE 95:	REMUNERATION AS A PERCENTAGE OF THE BUDGET
TABLE 96:	OPERATING INCOME & EXPENDITURE & PROJECTED ESTIMATE FOR CURRENT FINANCIAL YEAR
TABLE 97:	TOTAL MUNICIPAL INCOME (2006/2007 – 2012/2013)
TABLE 98:	TOTAL MUNICIPAL INCOME RECEIVED (2006/2007 -2012/2013)
TABLE 99:	GRANTS AND SUBSIDIES RECEIVED AND RECEIVABLE 2006/7 TO 2012/13
TABLE 100:	OPERATING INCOME (2006/2007 - 2010/2011)
TABLE 101:	OPERATING AND CAPITAL EXPENDITURE (2005/6 TO 2010/11)
TABLE 102:	OPERATING CAPITAL EXPENDITURE (2005/06 to 2012/2013)
TABLE 103:	AMAJUBA INVESTMENTS
TABLE 104:	EXTERNAL LOANS
TABLE 105:	INVESTMENTS
TABLE 106:	ASSETS AND LIABILITIES
TABLE 107:	NEW TARIFFS FOR THE 2009/2010 FINANCIAL YEAR
TABLE 108:	GRANT FUNDING ALLOCATIONS: NATIONAL & PROVINCIAL GOVERNMENT
TABLE 109:	DEPARTMENT COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

TABLE 110:	FINANCIAL SUPPORT TO THE LM'S IN THE ADM
TABLE 111:	REPAIRS AND MAINTENANCE
TABLE 112:	BUDGET BY REVENUE SOURCE
TABLE 113:	RECONCILIATION OF IDP AND BUDGET- OPEX
TABLE 114:	RECONCILIATION OF IDP AND BUDGET CAPEX
TABLE 115:	SDBIP FOR THE 2008/9 FINANCIAL YEAR
TABLE 116:	KEY ELEMENTS OF THE PMS
TABLE 117:	LINKAGES OF THE IDP TO THE LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATIONS FOR MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO THE MUNICIPAL MANAGERS (2006) AND TO NATIONAL AND LOCAL GOVERNMENT PRIORITIES
TABLE 118:	NATIONAL KPA'S CORRESPONDING TO ORGANISATIONAL KPAS
TABLE 119:	ANNUAL REPORT PROCESS PLAN
TABLE 120:	ACTIONS OF KEY ROLEPLAYERS
TABLE 121:	CURRENT STATUS OF IDP SECTOR PLANS

LIST OF FIGURES

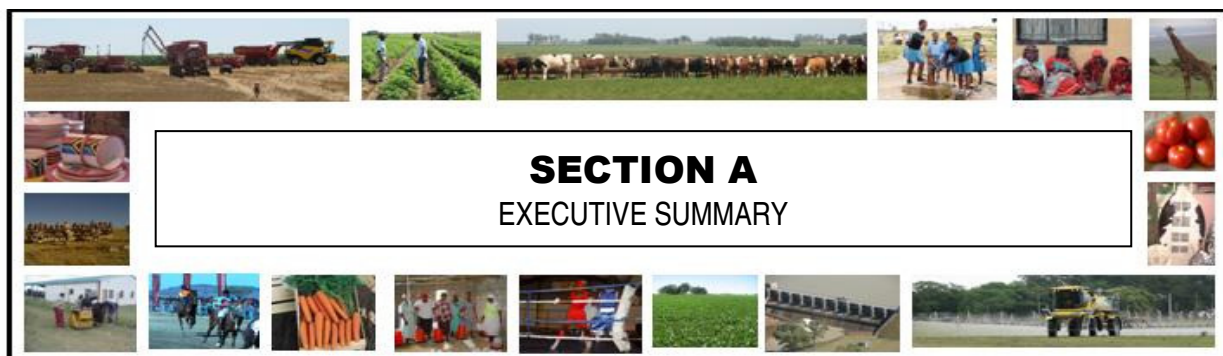
Figure 1:	ADM Institutional Structure
Figure 2:	IDP, Budget and PMS Linkages
Figure 3:	Comparable DM's
Figure 4:	HIV Prevalence (2008)
Figure 5:	HIV/ AIDS Prevalence for 2006 to 2008
Figure 6:	GDP Performance of the ADM
Figure 7:	GDP Performance of the LM's in the ADM
Figure 8:	GDP Performance for Newcastle per Quarter
Figure 9:	GVA per Capita in KZN
Figure 10:	GVA Growth in KZN
Figure 11:	Comparative GVA Growth
Figure 12:	GVA per Sector in the ADM & LM'S
Figure 13:	AFLED Structures
Figure 14:	Ratio of Police Officers
	Figure 15: Drinking Samples per Population
	Figure 16: Drinking Water Quality Score
Figure 17:	Amajuba Directorates
Figure 18:	Summary of the Provincial Growth and Development Strategy
Figure 19:	Newcastle Priority Issues (2010)
Figure 20:	The RSS- Spatial Hierarchy
Figure 21:	2010/2011 Operating Budget and Capital Budget vs Total Budget
Figure 22:	2008 Staff Survey Results
Figure 23:	2009 Staff Survey Results

LIST OF SELECTED ABBREVIATIONS

ANC:	Ante Natal Clinic
IDP:	Integrated Development Plan
IDP RF:	IDP Representative Forum
IDP SC:	IDP Steering Committee
SDF:	Spatial Development Framework
PMS:	Performance Management System
KPI's:	Key Performance Indicators
KPA's:	Key Performance Areas
GDP:	Gross Domestic Product
GVA:	Gross-Value Added
EAP:	Economically Active Population
HDI:	Human Development Index
PGDS:	Provincial Growth and Development Strategy
PSEDS:	Provincial Spatial Economic Development Strategy
NSDP:	National Spatial Development Programme
MFMA:	Municipal Finance Management Act
LED:	Local Economic Development
LM:	Local Municipality
DM:	District Municipality
ADM:	Amajuba District Municipality
CIP:	Capital Investment Programme
RED:	Regional Electricity Distributor
MIG:	Municipal Infrastructure Grant
ESDP:	Electricity Supply Development Plan
EMP:	Environmental Management Plan
IWMP:	Integrated Waste Management Plan
WSDP:	Water Supply Development Plan
SEA:	Strategic Environmental Assessment
CPTR:	Current Public Transport Record
PTP:	Public Transport Plan
ESDP:	Electricity Supply Development Plan
ALEDA:	Amajuba Local Economic Development Agency
AFLED:	Amajuba Forum for Local Economic Development
SPF:	Service Provider's Forum
P&DCC:	Planning and Development Coordination Committee
MIP:	Municipal Investment Plan
PTP:	Public Transport Plan
DOT:	Department of Transport
DAEA:	Department of Agriculture and Environmental Affairs
DWAF:	Department of Water Affairs and Forestry
DOA:	Department of Agriculture
DPLG:	Department of Provincial and Local Government
DLGTA:	Department of Local Government and Traditional Affairs
DOH:	Department of Health
DME:	Department of Minerals and Energy
STATSSA:	Statistics South Africa
IGR:	Inter-governmental Relations
NGO:	Nob-governmental Organisation
ARV's:	Anti-retroviral drugs
KZN:	KwaZulu-Natal

THE 2010/11 INTEGRATED DEVELOPMENT PLAN

FOR THE AMAJUBA DISTRICT MUNICIPALITY



1.0 EXECUTIVE SUMMARY

1.1 INTRODUCTION

A common perception of IDP's are that they are "wish-lists" that are *not linked to budgets, dependant on sector departments* and are *unrealistic* due to them *not being linked to the powers and functions* allocated to the respective municipalities. These negative perceptions have resulted in the credibility of IDP's being questioned. In understanding what is a "credible" IDP one needs to look at what credible actually means with the word "credible" being derived from the Greek word for "credulous" which means "realistic". In other words, a "credible" IDP should be one that is "do-able" and implementable.

For this year's IDP Review, several changes have been incorporated into the IDP to realise this goal of creating a "realistic" and "credible" IDP. These changes include:

- Updated economic data has been incorporated into the report so as to strengthen the LED strategies;
- A ward-level analysis has been undertaken of poverty levels to identify areas for key interventions; and
- A ward-level analysis of government spending has taken place to evaluate if spending is targeting areas of identified need.

1.2 BACKGROUND

This IDP is the **fourth** in the second five year cycle of Integrated Development Plan (IDP) preparation and as such reflects the priorities of the new Amajuba Council. IDP's are organic documents and change and grow according to challenges and changes in the district. The IDP seeks to have the following impacts namely:

- Integrated and sustainable human settlement;
- Stimulating the growth of a robust local economy;

- Social cohesion and inclusion leading to nation building;
- Environmental sustainability; and
- Strengthening inter-governmental relations.

Like in the previous IDP Review documents, this IDP document adopts the following approach in its content and direction:

1.1.1 INFORMED

This document seeks to know and understand what is, should and could be happening in the DM as well as where and when. This IDP integrates the STATSSA Neighbourhood study data (2007). It also compares the current rate of service delivery to the targets set by government with alarming results in many cases.

1.1.2 ASSERTIVE

The IDP seeks to steer and guide the economy along with minimal fall-out through the integration of the LED, Tourism and Agricultural Sector Plans into the IDP.

1.1.3 STRATEGIC

The interventions of the IDP seek to maximise sustained impact at minimum costs. The IDP and SDF have been aligned with the National Spatial Development Perspective (NSDP) as well as the Provincial Growth and Development Strategy (PGDS) and the Provincial Spatial Economic Development Strategy (PSEDS). The SDF has been reviewed this financial year and is aligned with the LED sector plans and captures the key interventions from the Growth Summit together with their budgets.

1.1.4 WISE

The IDP takes considered responses, does not act on short-term whims, and takes a longer view to encourage development within the District. The IDP document has developed and has learnt from the past IDP Reviews and their processes.

1.1.5 NIMBLE

The IDP and its methodology has also been developed in such a way that it is flexible and able to adapt and change direction if and when it may be required to do so in order to meet set objectives.

1.1.6 COLLABORATIVE

This IDP has been developed through a collaborative process with the communities of the Amajuba DM, sector departments both provincial and national, within the structures of the “family of municipalities”, as well as with surrounding District Municipalities.

The draft IDP has been presented to the Amajuba IDP RF as well as to AFLED and its sub-structures.

The Amajuba District Municipality seeks to actualise and make real the principles of the Constitution, the Freedom Charter and the KwaZulu-Natal’s Citizen’s Charter through the IDP. As such, through

the IDP and its processes, the District Municipality seeks to:

- Actively engage with the citizens of the District and its partners;
- Operate fairly and be accessible to everyone;
- Promote choice within the District;
- Continuously develop and improve the quality of life of all its citizens;
- Effectively and efficiently utilise resources allocated to it; and
- Improve the opportunities and quality of life in the communities it serves.

1.3 THE AMAJUBA DISTRICT MUNICIPALITY

In terms of answering the question of “Who are we?”, the following is noted:

The Amajuba District Municipality (ADM) is located in the north-western corner of KwaZulu-Natal and comprises the three local municipalities of Newcastle (KZ252), Utrecht (KZ253) and Dannhauser (KZ254). The ADM is 6 910 km² in size with eMadlangeni occupying the largest area of 3 539 km², Newcastle some 1855 km² and Dannhauser some 1 516 km². The main transportational routes linking the District to its surrounds including the N11 which is the alternative route to Johannesburg from Durban, and the rail line which is the main line from the Durban harbour to Gauteng. The R34 also bisects the district in an east-west direction and provides a linkage from the port city of Richards Bay to the interior.

The IDP has made use of the STATSSA (2007) Neighbourhood Survey data as well as the Global Insight data.

TABLE 1: SUMMARY OF BASIC FACTS AND FIGURES

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
Total Pop: 1996	99 250	287 260	23 929	410 439
Total Pop: 2001	102 779	332 981	32 277	468 037
Total Pop: 2005	104 065	351 075	35 962	491 102
Total Pop: 2007 (Global Insight)	97 866	360 190	39 561	497 617
Total Pop: 2007 (Stats SA, Community Survey 2007)	91 366	327 637	23 263	442 266
Total Pop: 2008 (Global Insight)	97 602	364 244	40 316	502 162
No of H/holds (2005)	19 094	72 089	5 663	96 846
No of H/holds 2007 (Global Insight)	18 751	82 938	6 905	108 595
No of H/holds 2007 (Stats SA, Community Survey 2007)	18 057	77 786	5 211	101 054
No of H/holds 2008 (Global Insight)	19 010	84 744	7 063	110 817
Average H/hold Size (2005)	5.5	4.9	6.4	5.1
Average H/hold Size 2007 (Global Insight)	5.2	4.3	5.7	4.6
Average H/hold Size 2007 (Stats SA, Community Survey 2007)	5.1	4.2	4.5	4.4
Average H/hold Size 2008 (Global Insight)	5.1	4.3	5.7	4.5

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
% Growth/ annum ('01 to '05)	0.31	1.33	2.74	1.21
% Growth/ annum ('96 to '08)	-0.5	1.7	4.1	1.4

1.4 PRIORITY ISSUES

In terms of answering the question of “*What are the issues we face?*”, the following is noted:

The following issues were identified as part of the IDP review and confirmed with councillors and management, namely:

TABLE 2: IDP PRIORITY ISSUES

PRIORITY	ISSUE
1	Economic Development
2	Integrated Service Delivery
3	Social Facilitation and Development
4	Institutional and Governance
5	Municipal Planning
6	Environmental Management

1.5 OPPORTUNITIES

In terms of answering the question of “*What opportunities do we offer?*”, the following is noted:

The following areas of growth potential have been identified in the IDP, namely:

- Battlefield development and Amajuba Tourism Route.
- The Amajuba Birding Meander.
- The development of tourism opportunities around the proposed Ncandu River Dam.
- The development of dams along the Buffalo River Catchment which will open up large portions of the tribal areas for irrigation.
- The development of the old Casino complex in a 2010 Base Camp.
- The further development of the Balele Nature Reserve at Utrecht.
- The development of a Fly-fishing Meander.
- The development of the Dunblaine Golf Estate and associated facilities.
- The development of a proposed residential estate at the Newcastle Golf Course.
- The Development of an Agric Hub which will be linked to the Dube Trade Port.
- The development of opportunities along the MR483 Corridor linking the CBD to Madadeni and Osizweni.
- The implementation of the Urban Renewal Programme in the Newcastle CBD.
- The development of a new Mall adjacent to the new Casino.
- The development of housing projects as part of the implementation of the Housing Plans for the three LM's.
- The development of the Amajuba Hydroponic Techno Park.
- The identification of Newcastle as an Industrial Development Zone (IDZ).
- The development of the following areas of agricultural potential:

- **Dairy:** The further development of the dairy industry to focus on the export of milk, cheese, powdered milk, yogurt and fruit juices.
- **Soya:** The processing of Soya to create Bio-diesel and Soya Meal.
- **Vegetables:** The Specialised production of vegetables through the use of tunnels.
- **Beef:** Feedlot development.
- **Dams:** Sites are being looked at for storage to increase the irrigable land and further develop the above.

1.6 SECTOR PLANS

In terms of answering the question of “*What are we doing to improve ourselves?*”, the following is noted:

The following Sector Plans have been prepared by the ADM since 2001 and are aligned to the IDP:

TABLE 3: CURRENT STATUS OF IDP SECTOR PLANS

SECTOR PLAN	STATUS	COMMENTS
Integrated Environmental Programme	Complete	
Environmental Management Plan	Complete	
Environmental Management Plan Review	Currently being prepared	
Integrated Waste Management Plan	Complete	
Integrated Waste Management Plan Review	Currently being prepared	
Cemetery Plan	Complete	
Public Transport Plan	Complete	
HIV/ Aids Plan	Complete	
Water Service Development Plan	Complete	
Tourism Development Plan	Complete	
Tourism Route Development Plan	Complete	
Tourism Signage Development Plan	Complete	
Battlefields Development Plan	Complete	
LED Plan	Complete	
Manufacturing Sector Plan	Complete	
Agricultural Development Plan	Complete	
Irrigation Plan	Currently being prepared	
Electricity Supply Development Plan	Complete	
Disaster Management Plan	Complete	
Performance Management System	Review Complete	
Municipal Infrastructure Investment Plan	Complete	
Backlog Study	Complete	
Sports Facilities Sector Plan	Complete	
Area Based Plan	Complete	
Mountainous Areas Nodal Study- Phase 1	Complete	
Mountainous Areas Nodal Study- Phase 2	Currently being prepared	

The IDP incorporates and aligns itself to the Sector Plans in the following ways:

- The *Section B* incorporates information from the Sector Plans;
- The Sector Plans and their contents are summarised in the Section C of the IDP; and
- The *Sections J and K* include all projects identified in the Sector Plans.

1.7 SPATIAL DEVELOPMENT FRAMEWORK

In terms of answering the question “*What can you expect from us over the next five years?*”, the ADM’s SDF summarises key LED projects as well as areas for capital project investment in terms of the settlement hierarchy.

The Amajuba SDF was reviewed during this round of the IDP Review. Section D of the IDP contains a summary of the SDF and Annexure J.1 contains the full text and maps. The settlement hierarchy for the ADM is summarised as follows:

TABLE 4: AMAJUBA SETTLEMENT HIERARCHY FOR 2009/10

MUNICIPALITY	DISTRICT CENTRE or PRIMARY NODE	TOWNS or RURAL NODES	SERVICE HUB or SECONDARY NODES	SERVICE SATELLITE	SERVICE SUB-SATELLITE
NEWCASTLE	Newcastle West	▪ Charlestown	<ul style="list-style-type: none"> ▪ Northern Gateway (Amajuba Mall and surrounds). ▪ Southern Gateway (Casino Development and surrounds). ▪ Madadeni CBD. ▪ Osizweni CBD. 	▪ Ingogo	▪ Ngagane
	Proposed future node at Newcastle East ¹				
DANNHAUSER		Dannhauser (Urban) Hattingspruit	▪ KwaMdakane	▪ Alcockspruit	<ul style="list-style-type: none"> ▪ Keel Keel ▪ Thirst ▪ Flint ▪ Naasfarm.
EMADLANGENI		Utrecht (Urban)	Groenvlei ²	Amantungwa Trust community Kingsley	Nzima Mabaso; and Blue Mountain.

Priority intervention areas have been identified as the Service Hubs, followed by the Service Satellites and the Service Sub-Satellites.

NOTE:

It must be noted that the approach adopted by the ADM balances the provision of basic services to all communities within the ADM, with the need to create economic opportunities for Local Economic Development. With greater potential incomes and levels of employment, community members are better able to pay for services thus making the roll-out of services quicker and more effective.

The SDF is aligned with the NSDP.

¹ Although identified as a primary node in the Newcastle SDF, this node does not currently exhibit any of the characteristics of a Primary or Secondary Node.

² Although it does not exhibit these tendencies currently, it is believed that it will develop further in the future to provide services to the rural communities of the Utrecht municipality.

1.8 PERFORMANCE MANAGEMENT SYSTEM

In terms of answering the question of “*How will our progress be measured?*”, the ADM has recently reviewed its PMS to align it with the reviewed IDP and Budget.

Section I of the IDP deals with the reviewed PMS. Section 2.4 under Section B deals with the structures created by the ADM where the progress on the implementation of the budget and IDP are regularly presented to community members and interest groups.

1.9 THE 2010/11 IDP REVIEW

The issues to be addressed in this round of the IDP Review are summarised as follows:

(i) ASSESSMENT ISSUES

- Comments received from the various role-players in the assessment of the IDP Review documentation for 2009/10, particularly during the “IDP Assessments” conducted by the DLG&TA in Richards Bay; and
- Shortcomings and weaknesses identified through self-assessment.

(ii) REVIEW OF THE STRATEGIC ELEMENTS OF THE IDP IN TERMS OF PRIORITIES OF COUNCIL AND THE OBJECTIVES OF MANAGEMENT

- Review of the Strategic elements of the IDP based on changed circumstances.

(iii) INCLUSION OF NEW INFORMATION WHERE NECESSARY

- Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Review Process (ie. MFMA);
- Alignment of the IDP with newly completed Sector Plans;
- The ongoing alignment of the Amajuba Performance Management System (PMS), in terms of Chapter 6 of the MSA, with the IDP;
- The update of the Financial Plan, the list of projects (both internal and external funded), and the capital investment framework.

It must be noted that the ADM’s IDP was ranked as the best in the whole of the KwaZulu-Natal province which includes 61 municipalities during the 2009 MEC’s assessment.

The ADM’s assessment score improved from 81.48% in 2008 to 92.59% in 2009.

1.10 COMMENTS

1.10.1 COMMENTS FROM THE MEC

The following comments were received from the MEC on the 2009/10 IDP Review document.

TABLE 5: COMMENTS FROM THE MEC

KPI	ISSUE RAISED	2010/11 IDP RESPONSE
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To indicate recruitment and retention of scarce skills and associated training requirements.	Included in section 2.10
	To indicate effectiveness of OPMS and PMS.	Included in Section I.
LOCAL ECONOMIC DEVELOPMENT	To include objectives, budgets and timeframes for LED plans	Included in Section 2.6
BASIC SERVICE DELIVERY & INFRASTRUCTURE	Nil	
FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Nil	
GOOD GOVERNANCE & COMMUNITY PARTICIPATION	Nil	
SPATIAL DEVELOPMENT FRAMEWORK	Nil	

The letter from the MEC and comments further note the following:

- The municipality is commended on the high quality of IDP's presented over a period of time;
- The IDP can be regarded as a benchmark for other municipalities to follow.

1.10.2 COMMENTS RECEIVED DURING THE 21 DAY ADVERTISING PERIOD

No comments were received during the 21 day advertising period.

1.10.3 COMMENTS RECEIVED DURING THE FAMILY OF MUNICIPALITIES ASSESSMENT IN DURBAN

The following comments were received from the municipal family of municipality IDP assessments in Durban. It must be noted that the assessments were undertaken on the "family of municipalities" and not on individual IDP's. As such, the comments are very broad and it is often difficult to align these comments with individual IDP's.

TABLE 5a: COMMENTS FROM THE 2010/11 IDP FAMILY OF MUNICIPALITY ASSESSMENTS

KPI	ISSUE RAISED
SERVICE DELIVERY AND INFRASTRUCTURE SCORE = HIGH	<ul style="list-style-type: none"> Preparation of credible Integrated Development Plans (IDP's): <ul style="list-style-type: none"> Assessment of the impact that the development of housing projects will have on bulk services. Updating of backlog information for Infrastructure Sector Plans, including Roads, Electricity. Integration of Infrastructure Sector Plans in the family of municipalities. Development of an effective Municipal Turn Around Strategy. Establishment of core municipal systems: <ul style="list-style-type: none"> The development of a Management Support System for the management of Water Services Providers. Ensure that projects are implemented in line with the requirements of the Construction. Industry Development Board (CIDB), Expanded Public Works Programme (EPWP), Municipal Infrastructure Grant (MIG) and municipal policy framework. The registration of key staff with the Engineering Council of South Africa (ECSA). Identification of and filling of critical posts. Strategies to be developed to remedy gaps and constraints in staff components.
INSTITUTIONAL SCORE = MEDIUM+	<ul style="list-style-type: none"> Develop strategies for the recruitment and retention for scarce skills. Fund and fill critical posts. Support from CGTA / SALGA to be intensified through MSIG, Siyenza Manje, MAP, etc. Fast track skills development / competency standard and succession planning – robust engagement with LGSETA and CGTA and SALGA. Shared services arrangements. Sector departments to intensify involvement through IGR Structures and render necessary support. District Coordination Committee to become functional
SPATIAL AND ENVIRONMENTAL SCORE = HIGH	<p>(1) SPATIAL</p> <ul style="list-style-type: none"> Adoption of LUMS by 3 local municipalities once PDA takes effect from April 2010 A drive to register all unregistered planners, particularly Newcastle A greater focus on linkages between Planning and LED at Newcastle <p>(2) ENVIRONMENTAL</p> <ul style="list-style-type: none"> Newcastle to embark on the preparation of an EMF in 2010/11 financial year (to address air quality issues) District municipality is finalizing Mountainous Areas Nodal Policy based on extensive public consultation District municipality preparing an Area-Based Plan for the Normandien Node. Similar plans to be prepared for other node

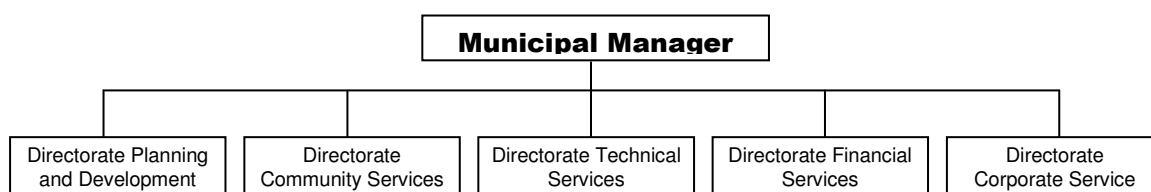
KPI	ISSUE RAISED
LOCAL ECONOMIC DEVELOPMENT SCORE = HIGH	<ul style="list-style-type: none"> • Strengthening of IGR structures • ICT (Information Communication Technology) Development Policy (broadband) • Informal Trade Policy • Poverty Alleviation Policy • Sector Department participation
FINANCIAL VIABILITY SCORE = LOW +	<ul style="list-style-type: none"> • Improve payment factor • Output /outcome revenue based budgeting • Alignment of CIP to financial plan and sector plans
GOOD GOVERNANCE SCORE = MEDIUM	<ul style="list-style-type: none"> • Ongoing support IGR Programmes • Prioritization of the capacity building programmes for ward committees and CDW's • Enforce public participation on issues concerning local government • Conduct quarterly constituency meetings in local municipalities • Establish broad based plan on issues concerning good governance and public participation • Establish a unit to deal with all public participation matters

1.11 INSTITUTIONAL ARRANGEMENTS

(i) DEPARTMENTAL STRUCTURE

The institutional structure for the IDP is summarised below and an analysis of it is undertaken in *Section B* with the full organogram being contained in *Annexure K.1*.

Figure 1: ADM Institutional Structure



(ii) IDP REPRESENTATIVE FORUM MEETINGS

The **Integrated Development Planning Representative Forum** (IDPRF) remained the primary forum for participation in the integrated development planning process. The forum has members from a wide range of stakeholders that include: Amajuba Councillors and officials, Local Municipalities, Non-governmental Organisations, Private Sector Organisations, Community Based Organisations, Government Departments and Parastatals. Indicated in the table below are the dates proposed for IDP RF meetings in the District's Process Plan as well as the actual dates for the meetings:

TABLE 6: IDP REPRESENTATIVE FORUM DATES

PROPOSED DATES	ACTUAL DATES
20 November 2009	20 November 2009
9 April 2010	9 April 2010
14 May 2010	13 May 2010

Apart from the IDP RF, the AFLED structures were also workshopped on the IDP so as to incorporate organised business, commercial agriculture and the tourism sectors.

(iii) IDP STEERING COMMITTEE MEETINGS

The **IDP Steering Committee**, made up of heads of departments, the municipal manager, the IDP Manager, and key municipal staff, remained the technical committee that drove the IDP review process through research, reports and recommendations to both the IDP Representative Forum and the Executive Committee.

(iv) COMMUNITY ROAD SHOWS

Community Road Shows will take place in April 2010 at venues throughout the ADM. The outcomes of the road shows from 2010 will be contained in Section K.7. The outcomes of the road shows from the previous financial year are currently included in this annexure.

(v) ALIGNMENT WITH SERVICE PROVIDERS

Based on previous year's experiences with attendance levels at Service Provider Forums (SPF), it was decided not to hold a formal SPF this financial year but to pursue the strategy of one-on-one meetings with relevant sector departments. Key departments are also represented on the AFLED structures and were workshopped on the IDP.

Copies of Service Provider's budgets are contained in *Section E*.

1.12 FINANCIAL PLAN

The following table summarises the income and expenditure for the ADM in the next three year MTEF:

TABLE 7: INCOME AND EXPENDITURE

	INCOME	EXPENDITURE	SURPLUS /DEFICIT
2009/10	107 922 461	107 922 461	0
2010/11	113 773 386	113 773 386	0
2011/12	99 416 537	99 416 537	0
2012/13	108 382 279	108 382 279	0

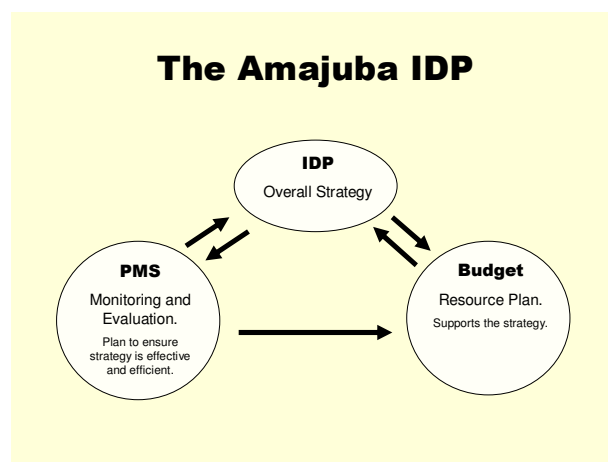
inclusive and strategic plan for the development of the municipality which:

- Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- Aligns the resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which the annual budget is based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.

The IDP adopted by a municipal council in terms of these sections of the act remains in force, although it may be amended, until an IDP is adopted by the next elected council. This IDP is the fourth review of the second cycle of the IDP process and reviews the 2009/10 IDP.

The IDP remains the strategic planning instrument to guide and inform the planning, budgeting, performance management and decision-making activities in the municipality. The diagram below summarises how the three processes link with one another.

Figure 2: IDP, Budget and PMS Linkages



Another important function of the IDP is to guide the budgets of sector departments (National and Provincial) where their services and resources are required, in terms of needs and priorities identified in the IDP. In addition to guiding organs of state, the IDP should be an informative document to encourage, and guide potential investment in the municipal area.

2.3.2 LEGISLATIVE REQUIREMENTS

The Municipal Systems Act (No 32 of 2000), together with the Local Government: Municipal Planning and Performance Management Regulations, 2001 (R796 24 August 2001), set out the core components of the IDP, as

well as, the requirements for public participation in its drafting, reviewing and adoption. The core components may be summarized as:

- A long term vision
- An assessment of the current level of development in the municipality
- Development priorities and objectives
- Development strategies
- A spatial development framework
- Operational strategies
- Applicable disaster management plans
- A financial plan
- Key performance indicators and performance targets

2.3.3 THE APPROACH TO THE IDP REVIEW

The approach adopted in the preparation of the IDP was strongly informed by the guidelines prepared by the Department of Provincial and Local Government (DPLG) as set out in the IDP guide packs. The guide packs advocate a process that is integrative, sustainable, issue-driven, people centered, practical and action oriented. The preparation of the IDP was undertaken in a phased manner, the focus of each phase being indicated below:

- **Phase 1:** Analysis
- **Phase 2:** Development Strategies
- **Phase 3:** Projects
- **Phase 4:** Integration
- **Phase 5:** Approval

The format of the IDP, however, has been aligned with the guidelines received in October 2007 and the report is structured as follows:

- **Section A:** Executive Summary
- **Section B:** Situational Analysis
- **Section C:** Development Strategies
- **Section D:** High Level Spatial Development Framework
- **Section E:** Sector Involvement
- **Section F:** Implementation Plan
- **Section G:** Projects
- **Section H:** Financial Plan and SDBIP
- **Section I:** Organisational Performance Management System
- **Section J:** Annexures

AREAS TO BE ADDRESSED IN THIS IDP

1.0 ASSESSMENT ISSUES

- Comments received from the various role-players in the assessment of the IDP Review documentation for 2009/10, particularly during the “IDP Assessments” conducted by the DLG&TA in Richards Bay; and
- Shortcomings and weaknesses identified through self-assessment.

2.0 REVIEW OF THE STRATEGIC ELEMENTS OF THE IDP IN TERMS OF PRIORITIES OF COUNCIL AND THE OBJECTIVES OF MANAGEMENT

- Review of the Strategic elements of the IDP based on changed circumstances.

3.0 INCLUSION OF NEW INFORMATION WHERE NECESSARY

- Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Review Process (ie. MFMA);
- Alignment of the IDP with newly completed Sector Plans;
- The ongoing alignment of the Amajuba Performance Management System (PMS), in terms of Chapter 6 of the MSA, with the IDP;
- The update of the Financial Plan, the list of projects (both internal and external funded), and the capital investment framework.

2.3.4 THE DISTRICT’S PROCESS PLAN

Prior to embarking on the preparation of the IDP, a Process Plan was prepared and adopted by the ADM in terms of the Systems Act, 32 of 2000. Again for this financial year, every attempt was made to align the IDP, PMS and Budget processes. As such, one all encompassing Process Plan was prepared for the three processes and adopted by Council on 13 August 2009.

Cognisance was taken in the preparation of the Process Plan of the verbal instructions from the Department of Local Government and Traditional Affairs (DLG&TA) to have a draft IDP ready for submission by end-March 2010.

2.3.5 THE DISTRICT’S FRAMEWORK PLAN

The District Framework Plan, prepared by the ADM, provides for linkages and binding relationships to be established between the ADM and the three local municipalities within the district. The Framework Plan was aimed at facilitating proper consultation, co-ordination and alignment of the planning process of the district municipality with those of the three local municipalities. Key areas for alignment identified for this round of the review include:

- The integration of Sector Plans into the IDP document;
- The alignment of the Spatial Frameworks of the four municipalities;
- Community participation alignment; and
- Project specific alignment.

The Framework Plan was approved by EXCO on 17 September 2009.

In terms of alignment *fora*, the Amajuba IDP and PMS Committee (IPC) functioned as the primary forum for alignment between the district and local municipalities. Meetings took place on a quarterly basis.

2.3.6 THE IDP ALIGNMENT PROCESS

(i) DISTRICT ALIGNMENT WITH LOCAL MUNICIPALITIES

Alignment of the IDP took place throughout the IDP process through the IDP and PMS Committee which was started during the 2007/8 financial year and which replaces the Planning and Development Coordination Committee (P&DCC). The committee met as follows:

- 23 July 2009;
- 8 September 2009;
- 8 and 9 October 2009;
- 28 January 2010; and
- 12 March 2010.

It is envisaged that two more meeting will be held of this committee before the end of the 2009/10 financial year.

(ii) ALIGNMENT WITH SURROUNDING DISTRICT MUNICIPALITIES

Alignment occurred between the ADM and the surrounding DM's as follows:

- 11 November 2009:
 - Zululand;
 - uThukela;
 - uMzinyathi;
 - uThungulu; and
 - iLembe.
- 1 February 2010: Gert Sibande DM.

The alignment focussed primarily on the Spatial Development Frameworks (SDF) of the DM, including crosscutting LED and tourism initiatives.

(iii) ALIGNMENT WITH SECTOR DEPARTMENTS

A fair degree of alignment occurred with Sector Departments during the IDP Review process. All provincial departments were contacted and requested to furnish the ADM with their Vision, Mission and Projects for their activities and programmes in the ADM. Questionnaires were sent to the departmental representatives who

represent the respective departments on the IDP and AFLED structures. Varying levels of response were received which are summarised in **Annexure E**.

2.3.7 COMMENTS ON THE IDP REVIEW DOCUMENT

Three opportunities for comment were provided for during the 2009/10 IDP review which are summarised below:

- Comments from the 21 day advertising period;
- Comments from service providers; and
- Comments from the MEC for Local Government, Housing and Traditional Affairs.

(i) COMMENTS FROM THE 21 DAY ADVERTISING PERIOD

No written comments were received from the community during the 21 day advertising period. The Budget and IDP public road shows during April 2009 generated a lot of comments and debate on the Budget and IDP which were incorporated into the 2009/10 IDP document before it was adopted by Council.

(ii) SERVICE PROVIDER ASSESSMENT OF THE IDP

The following table summarises the outcomes of the April 2009 IDP assessment process that took place at Richards Bay. As can be seen from this, the ADM was placed second overall behind the Uthukela DM. The average score achieved in this assessment was also an improvement on the scores achieved in 2008 and 2009.

TABLE 8: TOP FIVE IDP'S RANKED FOR THE PROVINCE

	Service Delivery and Infrastructure	Institutional Development	Spatial & Enviro	LED	Financial Viability	Good Governance	%
Uthukela	4	4	4	5	3.5	5	94.44%
Amajuba	4	4	5	5	3	4	92.59%
uThungulu	3	5	4	3	5	4	88.89%
uMgungundlovu	3	5	3	4	4	4	85.19%
Ugu	4	5	3	4	3	3	81.48%
Imbabazane	4	4	3	4	3	4	81.48%

(iii) COMMENTS FROM THE MEC

Key points noted by the MEC are highlighted below:

TABLE 9: COMMENTS FROM THE MEC

KPI	ISSUE RAISED	2010/11 IDP RESPONSE
MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT	To indicate recruitment and retention of scarce skills and associated training requirements.	Scare Skills and training issues are dealt with in Section B 2.10 of this report.
	To indicate effectiveness of OPMS and PMS.	This is dealt with in Section I 9.0 of this report.
LOCAL ECONOMIC DEVELOPMENT	To include objectives, budgets and timeframes for LED plans	This is dealt with in Section B 2.6 of this report.
BASIC SERVICE DELIVERY & INFRASTRUCTURE	Nil	
FINANCIAL VIABILITY & FINANCIAL MANAGEMENT	Nil	
GOOD GOVERNANCE & COMMUNITY PARTICIPATION	Nil	
SPATIAL DEVELOPMENT FRAMEWORK	Nil	

In terms of the MEC's assessment of the ADM's IDP after its adoption by Council, the IDP was place joint first in the province with the Msunduzi municipality as is indicated below.

TABLE 10: MEC'S ASSESSMENT RANKINGS

TOP 10 KZN MUNICIPAL 09/10 IDPS RANKED AUGUST 09									
		Service Delivery & Infrastructure	Institutional Development	Spatial & Enviro	LED	Financial Viability	Good Governance	AVERAGE	%
DC25	Amajuba	4	4	4	4	4.5	4.5	4.17	92.59
kz 221	Msunduzi	4	4.5	4	4	4.5	4	4.17	92.59
DC28	uThungulu	4	4	4	3.5	4.5	4	4.00	88.89
DC21	Ugu	4	5	3	4	4	4	4.00	88.89
kz 241	Endumeni	3.5	4	4	3.5	4	4.5	3.92	87.04
kz 284	Umlalazi	4	4	4	3	4	4	3.83	85.19
kz 292	KwaDukuza	4	4	3	4	3.5	4	3.75	83.33
	eThekwini	3	4	4	4	3.5	4	3.75	83.33
DC23	Uthukela	3	3.5	3	3.5	4	4.5	3.58	79.63
kz 282	uMhlathuze	3.5	3.5	4	3	4	3.5	3.58	79.63

(iv) COMMENTS ON THE ASSESSMENT OF THE AMAJUBA "FAMILY OF MUNICIPALITIES" SUBMISSIONS

The following comments were received from the municipal family of municipality IDP assessments in Durban. It must be noted that the assessments were

undertaken on the “family of municipalities” and not on individual IDP’s. As such, the comments are very broad and it is often difficult to align these comments with individual IDP’s.

TABLE 10a: COMMENTS FROM THE 2010/11 IDP FAMILY OF MUNICIPALITY ASSESSMENTS

KPI	ISSUE RAISED
SERVICE DELIVERY AND INFRASTRUCTURE SCORE = HIGH	<ul style="list-style-type: none"> Preparation of credible Integrated Development Plans (IDP’s): <ul style="list-style-type: none"> Assessment of the impact that the development of housing projects will have on bulk services. Updating of backlog information for Infrastructure Sector Plans, including Roads, Electricity. Integration of Infrastructure Sector Plans in the family of municipalities. Development of an effective Municipal Turn Around Strategy. Establishment of core municipal systems: <ul style="list-style-type: none"> The development of a Management Support System for the management of Water Services Providers. Ensure that projects are implemented in line with the requirements of the Construction. Industry Development Board (CIDB), Expanded Public Works Programme (EPWP), Municipal Infrastructure Grant (MIG) and municipal policy framework. The registration of key staff with the Engineering Council of South Africa (ECSA). Identification of and filling of critical posts. Strategies to be developed to remedy gaps and constraints in staff components.
INSTITUTIONAL SCORE = MEDIUM+	<ul style="list-style-type: none"> Develop strategies for the recruitment and retention for scarce skills. Fund and fill critical posts. Support from CGTA / SALGA to be intensified through MSIG, Siyenza Manje, MAP, etc. Fast track skills development / competency standard and succession planning – robust engagement with LGSETA and CGTA and SALGA. Shared services arrangements. Sector departments to intensify involvement through IGR Structures and render necessary support. District Coordination Committee to become functional
SPATIAL AND ENVIRONMENTAL SCORE = HIGH	<p>(1) SPATIAL</p> <ul style="list-style-type: none"> Adoption of LUMS by 3 local municipalities once PDA takes effect from April 2010 A drive to register all unregistered planners, particularly Newcastle A greater focus on linkages between Planning and LED at Newcastle <p>(2) ENVIRONMENTAL</p> <ul style="list-style-type: none"> Newcastle to embark on the preparation of an EMF in 2010/11 financial year (to address air quality issues) District municipality is finalizing Mountainous Areas Nodal Policy based on extensive public consultation District municipality preparing an Area-Based Plan for the Normandien Node. Similar plans to be prepared for other node

KPI	ISSUE RAISED
LOCAL ECONOMIC DEVELOPMENT SCORE = HIGH	<ul style="list-style-type: none"> • Strengthening of IGR structures • ICT (Information Communication Technology) Development Policy (broadband) • Informal Trade Policy • Poverty Alleviation Policy • Sector Department participation
FINANCIAL VIABILITY SCORE = LOW +	<ul style="list-style-type: none"> • Improve payment factor • Output /outcome revenue based budgeting • Alignment of CIP to financial plan and sector plans
GOOD GOVERNANCE SCORE = MEDIUM	<ul style="list-style-type: none"> • Ongoing support IGR Programmes • Prioritization of the capacity building programmes for ward committees and CDW's • Enforce public participation on issues concerning local government • Conduct quarterly constituency meetings in local municipalities • Establish broad based plan on issues concerning good governance and public participation • Establish a unit to deal with all public participation matters

ANALYSIS PHASE

2.4 COMPARATIVE ANALYSIS OF THE AMAJUBA DISTRICT MUNICIPALITY

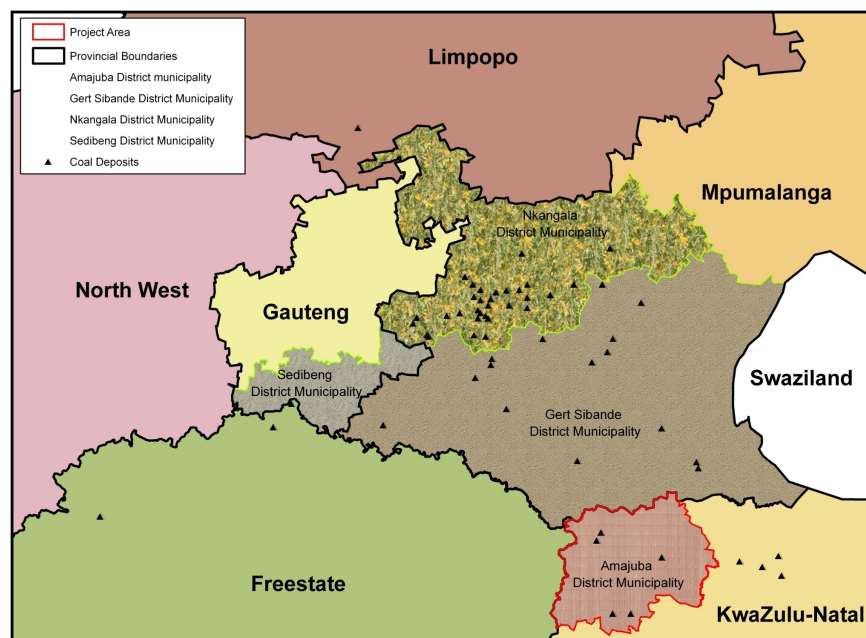
2.4.1 INTRODUCTION

One of the outcomes of the DLG&TA's Conference on *IDP Best Practices* was that “Municipalities need to benchmark themselves against other municipalities in order to improve performance”. This approach has been adopted for the 2009/10 and 2010/11 IDP Review reports.

The Amajuba NSDP Pilot Project (2009) undertook an interesting comparative analysis with similar districts based on population and key economic sectors. This analysis has been included in this year's IDP review as it provides a way of benchmarking the ADM against other similar DM's. The figure below indicates the other three comparable DM's in the Mpumalanga and Gauteng provinces, namely:

- The Nkangala DM;
- The Sedibeng DM; and
- The Gert Sibande DM.

Figure 3: Comparable DM's



2.4.2 BASIC FACTS AND FIGURES

The table below summarises the basic facts and figures for the four DM's. As can be seen from the table, the ADM has the smallest population of the four DM's, but the percentage of the total population involved in agriculture, mining and retail are very similar. The

percentage of household incomes greater than R1 600 per month, are also fairly similar although unemployment levels in the ADM are the highest.

TABLE 11: COMPARABLE FACTS & FIGURES

VARIABLE	AMAJUBA	GERT SIBANDE	NKANGALA	SEDIBENG
Population (CS 2007)	442 269	890 700	1 226 498	800 826
% Labour Agric	1.8	2.8	1.6	0.8
% Labour mining/ manufacturing	24.8	25.4	26.9	26.2
% Labour Retail	15.4	23.9	12.0	17.2
% HH Monthly income > R1600	25.5	27.8	24.8	22.0
% Unemployment	47.7	33.2	32.0	41.1
Staff per capita ratio (2007)	9177	10714	12147	1209

Throughout the IDP *status quo* section comparisons will be made with these three DM's to **benchmark** the ADM's performance.

2.5 ANALYSIS OF BASIC FACTS AND FIGURES

2.5.1 TOTAL POPULATION

The following table summarises the population dynamics in the ADM area:

TABLE 12: POPULATION DYNAMICS

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
Total Pop: 1996	99 250	287 260	23 929	410 439
Total Pop: 2001	102 779	332 981	32 277	468 037
Total Pop: 2005	104 065	351 075	35 962	491 102
Total Pop: 2007 (Global Insight)	97 866	360 190	39 561	497 617
Total Pop: 2007 (Stats SA, Community Survey 2007)	91 366	327 637	23 263	442 266
Total Pop: 2008 (Global Insight)	97 602	364 244	40 316	502 162
No of H/holds (2005)	19 094	72 089	5 663	96 846
No of H/holds 2007 (Global Insight)	18 751	82 938	6 905	108 595
No of H/holds 2007 (Stats SA, Community Survey 2007)	18 057	77 786	5 211	101 054
No of H/holds 2008 (Global Insight)	19 010	84 744	7 063	110 817
Average H/hold Size (2005)	5.5	4.9	6.4	5.1
Average H/hold Size 2007 (Global Insight)	5.2	4.3	5.7	4.6
Average H/hold Size 2007 (Stats SA, Community Survey 2007)	5.1	4.2	4.5	4.4
Average H/hold Size 2008 (Global Insight)	5.1	4.3	5.7	4.5

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
% Growth/ annum ('01 to '05)	0.31	1.33	2.74	1.21
% Growth/ annum ('96 to '08)	-0.5	1.7	4.1	1.4

According to the Baseline Data Study, there has been an increase in the total population of all of the municipalities in the period 2001 to 2005. This trend changes with the data from the Community Survey (2007) which shows a decline in the total population of all three LM's in the DM. The eMadlangeni municipality shows the greatest decline (41%) while the DM shows a decline of 11%. The reason for the decline can be explained as follows:

- Out-migration due to limited job opportunities;
- The impacts of the high levels of HIV/ Aids in the ADM;
- Conservative/ inaccurate 2007 Community Survey techniques.

The Global Insight Figures (2008) indicate that during the period 1996 to 2008, the Dannhauser municipality has a declining population at - 0.5%, with the eMadlangeni municipality experiencing the highest growth rate at 4.1% per annum. The ADM's average growth rate during this period is 1.4% per annum.

In terms of the number of households in the Community Survey (2007), there has been a decline in the number of households in Dannhauser, but an increase in both the Newcastle and eMadlangeni municipalities. The ADM as a whole shows an overall increase in the number of households in 2007. The Community Survey (2007) also indicates a decline in household size. The Global Insight (2008) data indicates that there has been an increase in the number of households across all municipalities in the ADM.

2.5.2 DENSITIES

The following table summarises the densities, in terms of people per square kilometre, for the populations of the three LM's.

TABLE 13: POPULATION DENSITIES (PEOPLE/ KM2)

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
1996 ¹	65.5	154.9	6.8	59.4
2001 ¹	67.8	179.5	9.1	67.7
2007 ²	67.8	179.4	9.1	67.7
2008 ³	64.3	196.0	11.4	72.6

1= Demarcation Board, 2001

2= Global Insight, 2007

3 = Global Insight, 2008

As can be seen from the figures, the population densities are increasing and the areas of the highest concentration are in Newcastle where there are approximately 196 people per square kilometre.

2.5.3 AGE PROFILE

The Baseline Data Study (2005), the Community Survey (2007) and the Global Insight (2008) figures indicate that the majority of the population in the ADM are between 15 and 34 years in age. The 2008 figures of the ADM indicate, however, that there has been an increase in the population of 0 – 4 years and 5 – 14 years.

TABLE 14: AGE PROFILES

AGE	DANNHAUSER			NEWCASTLE			EMADLANGENI			AMAJUBA		
	2005	2007 ¹	2008 ²	2005	2007 ¹	2008 ²	2005	2007 ¹	2008 ²	2005	2007 ¹	2008 ²
0-4	11.6	13.1	12.9	7.8	11.5	10.8	6.1	10.7	10.8	8.6	11.8	11.2
5-14	25.8	26.2	27.8	22.8	23.7	21.5	14.4	22.5	20.7	22.9	24.2	22.7
15-34	36.2	34.5	32.1	38.4	36.4	38.1	33.2	36.3	37.5	37.4	36.0	36.9
35-64	21.7	21.3	21.4	26.6	23.9	25.1	39.6	26.1	25.8	26.4	23.5	24.5
65+	4.7	4.9	5.8	4.4	4.5	4.4	6.7	4.5	5.1	4.7	4.5	4.7
Total	100	100	100	100	100	100	100	100	100	100	100	100

1= Statistics SA, Community Survey 2007

2 = Global Insight, 2008

2.5.4 GENDER PROFILES

In terms of the gender profile for the ADM, both in the Baseline Data Study (2005) and the Community Survey (2007) there were more females than males. eMadlangeni, however, shows more males than females for both the 2007 and 2008 figures.

TABLE 15: GENDER PROFILES (%)

GENDER	DANNHAUSER			NEWCASTLE			EMADLANGENI			AMAJUBA		
	2005	2007 ¹	2008 ²	2005	2007 ¹	2008 ²	2005	2007 ¹	2008 ²	2005	2007 ¹	2008 ²
Female	54.6	53.4	52.6	53.9	52.3	50.6	51.8	44.3	39.2	53.8	52.1	50.1
Male	45.4	46.6	47.4	46.1	47.7	49.4	48.2	55.7	60.8	46.2	47.9	49.9
Total	100	100	100	100	100	100	100	100	100	100	100	100

1= Statistics SA, Community Survey 2007

2 = Global Insight, 2008

2.5.5 EDUCATION LEVELS

The 2001 Census indicates that the majority of people in the DM were in possession of a Grade 12 qualification as can be seen in the table below. This is echoed by the Baseline Study (2005) and the Community Survey (2007) figures.

TABLE 16: EDUCATION LEVELS OF PEOPLE OVER 20 YEARS (%)

OVER 20 YEARS WITH:	DANNHAUSER			NEWCASTLE			EMADLANGENI			AMAJUBA		
	'01	'05	'07 ¹	'01	'05	'07 ¹	'01	'05	'07 ¹	'01	'05	'07 ¹
None/ basic	22.8	16.5	9.7	13.3	10.3	6.8	25.2	15.7	13.6	16.1	12.1	8.3
Primary (Grade 5)	29.5	33.4	32.3	22.5	29.8	21.7	36.2	34.1	24.0	24.8	30.9	26.2
Secondary (Grade 12)	44.3	47.4	50.8	56.0	50.3	54.5	34.1	48.7	43.7	52.1	49.5	49.5
With Higher	3.4	2.7	7.2	8.2	9.6	17.0	4.4	1.5	8.7	7.0	7.5	16.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

¹= Statistics SA, Community Survey 2007

What is noted from the 2005 information is that the number of people over 20 years that have a *Basic/ None* education has decreased in all four municipalities, and this trend is repeated further in the 2007 figures.

It is also noted that only Newcastle, of the three LM's, has a larger percentage of people with *Higher* levels of education. eMadlangeni and Dannhauser have significantly lower percentages of people with *Higher* levels of education which may correlate with the closure of the mines, although these figures have improved in 2007. The ADM also represents the district municipality with the lowest percentage of the adult population without any form of schooling (completely illiterate). A total of 7.7% of the ADM population falls within this category. This figure is significantly lower than most other district municipalities within the province, apart from the uMgungundlovu DM with a similar figure of 8.1%.

2.5.6 URBANISATION

According to the Capacity Assessment (2003) report compiled by the Demarcation Board, the Amajuba District Municipal area is predominantly urban. According to the 2007 figures, almost 60% of the 108 595 households are urban. It must be noted that 95% of these urban households are in the Newcastle Local Municipality area. The following table indicates the shifts between 1996 and 2007:

TABLE 17: URBANISATION SHIFTS IN THE AMAJUBA DM

	Population			Households								
	1996	2001	2007 ¹	Urban 1996	Urban 2001	Urban 2007 ¹	Rural 1996	Rural 2001	Rural 2007 ¹	Total 1996	Total 2001	Total 2007 ¹
Amajuba DM	410 439	468 037	497 617	46 732	57 313	64 962	27 501	39 369	43 632	74 233	96 672	108 595
Newcastle	287 260	332 981	360 190	44 780	54 113	62 038	10 391	17 058	20 900	55 171	71 165	82 938
eMadlangeni	23 811	32 277	39 561	687	1210	1 574	2807	4978	5 331	3494	6187	6 905
Dannhauser	99 250	102 779	97 866	1265	1990	1 350	14303	17 333	17 401	15 568	19 320	18 751

¹= Calculated from Global Insight (2008) urbanization rate and population figures

There has been a steady growth in the number of households during the period 1996 to 2007 although the rate of growth has slowed down. There has been an increase in the household size of the DM and this is confirmed in the table below.

In terms of people living in urban areas, the Global Insight (2008) figures indicate that 58.6% of the ADM's residents live in urban areas, with 76.3% in Newcastle, 7.3% in Dannhauser, and 23.3% in eMadlangeni.

TABLE 18: COMPARATIVE HOUSEHOLD SIZE

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
2001	5.3	4.7	5.2	5.0
2005	5.5	4.9	6.4	5.1
2007 (Global Insight)	5.2	4.3	5.7	4.6
2007 (Stats SA, Community Survey 2007)	5.1	4.2	4.5	4.4
2008 (Global Insight)	5.1	4.3	5.7	4.5

All three municipalities show a decline in the comparative household size between 2001 and 2008. The decline in household size correlates with the urbanisation trends mentioned above.

2.5.7 MIGRATION PATTERNS

According to the National Spatial Development Perspective (2006) figures, the ADM experienced an out-migration between 2001 and 2006 of approximately 2.18% of the ADM's population. This represents 11 806 people. These figures support the perception that many of the employable population of the district seek work in other centres and leave the ADM.

2.5.8 INDIGENT POPULATIONS

According to the Amajuba NSDP Pilot Project (2008) the total number of people receiving some form of social grant in the Amajuba DM in 2008 was 83 265. This figure is notably lower than the comparative figures of 200 000 and upwards in the Zululand and uThungulu DM's.

The percentage of population in the ADM is the second lowest in KZN (18.8%) after uMgungundlovu (18.2%). These statistics imply that a smaller percentage of the population of the Amajuba and uMgungundlovu DM's is reliant on social grants as an important source of income compared to other district municipalities.

2.5.9 LAND TENURE PROFILE

The table below summarises the land tenure profiles in accordance with the findings of the Baseline Data Study.

TABLE 19: LAND TENURE PROFILE (2005)

TENURE TYPE	DESCRIPTION	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
Ownership	Purchased	2.0	37.9	4.9	26.2
	Purchasing	2.1	6.9	0.2	5.0
	Govt Subsidy	3.6	3.3	0.0	2.9
	Govt Subsidy & own contribution	0.1	2.6	1.4	2.0
Tenancy	Private Rental	0.7	5.7	4.3	4.4
	Public Rental	0.3	12.2	9.6	9.4
	Sub-tenant	0	0.5	0	0.4
	Rent Free	0.7	3.0	74.8	2.1
Informal Settlement	With Rent	13.2	4.6	0.2	5.8
	Own	35.0	10.9	4.7	15.0
Tribal Area	Permission to Occupy	41.4	10.3	0	25.1
	No Permission to Occupy	0.7	1.2	0	0.9
Other	House Sitting	0.1	0.8	0	0.6
	Occupation of Vacant Building	0.0	0.2	0	0.1
Total		100.0	100.0	100.0	100.0

The Dannhauser municipality is currently characterised by a large portion of dwellings in Tribal Areas as well as in Informal Settlements. Newcastle on the other hand has the highest level of purchased houses, a large number of Public Rentals, as well as a large number in Informal Settlements and Tribal Areas.

The following table summarises the land ownership profile as was determined in the ADM's Area Based Plan prepared for the Department of Land Affairs.

TABLE 20: LAND OWNERSHIP PROFILE BY MAJOR TYPES (2007)³

OWNERSHIP CATEGORY	AREA (ha)	%
Private individuals	349,368	51%
Trust	121,832	18%
Commercial (company)	110,882	16%
Sub-total	584,103	84%
Traditional Authority	28,953	4%
State land (including Municipal)	26,058	4%
Other (conservation, education, parastatal etc)	52,560	8%
Total	961,674	100%

2.5.10 HIV/ AIDS TRENDS

(i) NATIONAL SITUATION

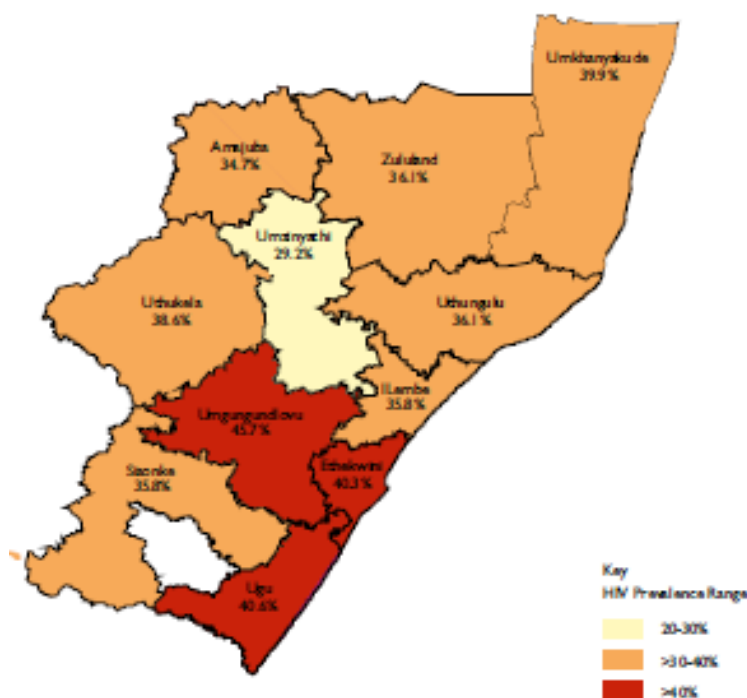
Nationally the Department of Health undertakes a survey of HIV/ Aids prevalence in pregnant women in state hospitals. This survey is designed to provide trends in HIV/ Aids prevalence and based on these results, it is estimated that nationally in 2007, 29.4% of pregnant women are HIV/ Aids positive, while in 2008, this had 29.3%.

³ Note there are slight differences in data in various tables in this report due to inconsistencies in cadastral information downloaded from the Deeds Registry and the subsequent consolidation thereof.

(ii) PROVINCIAL SITUATION

The study indicates that KZN still has the highest HIV/ Aids prevalence rate at 38.7% which is up on the figure of 37.4% for the previous year.

Figure 4: HIV Prevalence (2008)

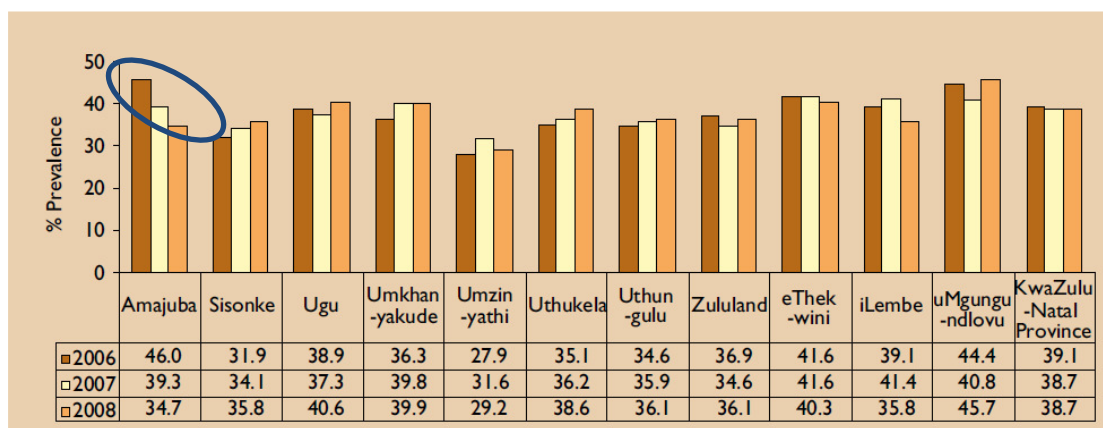


(iii) AMAJUBA DM SITUATION

In 2006, the ADM had the highest HIV/Aids prevalence estimates amongst antenatal clinic attendees in the province as well as nationally at 46%. The figure for the ADM, however, decreased to 39.3% in 2007 for antenatal clinic attendees. In 2008 this figure further fell to 34.7% which is very encouraging for the ADM and makes the district have the second lowest HIV/ Aids rate in the province.

It must be noted that the ADM has been the district with the strongest decrease in infection rate for the period 2006 to 2008 amongst all districts which is summarised in the table below.

Figure 5: HIV/ AIDS Prevalence for 2006 to 2008



(Source: DOH, 2008)

The Department of Health cannot fully account for the decrease in the rate of infection. Possible reasons may be, amongst other, the follow:

- (i) Educational and awareness programmes resulting in a positive reduction in infection rates;
- (ii) Greater levels of testing and awareness ny individual's HIV/ Aids status; and
- (iii) More effective use of contraception reducing transmission and infections.

(iv) ANTI-RETROVIRAL (ARV) ROLL-OUT

The following table summarises the roll-out of ARV's in the ADM. As can be seen, the target set for the 2009/10 financial year is 12 000 people which is up from the target of 10 300 set for 2008/9.

TABLE 21: ADM ANTI-RETROVIRAL PROGRAMME

Sub-Districts & District	2007/08 Actual	2008/09 Target	2008/09 1 st Quarter Actual	2009/10 Target
Newcastle	4320	6300	6668	8000
Emadlangeni	464	1250	566	2500
Dannhauser	0	150	0	1500
District Total	4784	7700	7234	12000

(Source: DOH, 2008)

(v) MORBIDITY AND MORTALITY PROFILES

Morbidity and Mortality can be defined as follows:

Morbidity: Common causes of illness. Is the number of cases of a disease found to occur in a stated number of the population.

Mortality: Common causes of death. The incidence of death in the population in a given period. The annual mortality rate is the number of registered deaths in a year multiplied by 1000 and divided by the population at the middle of the year.

According to the Department of Health, the following are the top ten morbidity and mortality causes in adults and children:

TABLE 22: TOP 10 CAUSES OF MORBIDITY & MORTALITY IN ADULTS & CHILDREN IN THE ADM (2008)

CHILDREN		ADULTS	
MORTALITY	MORBIDITY	MORTALITY	MORBIDITY
1. Pneumocystis Carini Pneumonia (PCP)	1. Gastroenteritis	1. Septicaemia	1. HIV Related causes
2. Gastroenteritis	2. Pneumonia	2. Pneumonia	2. Hypertension
3. Pneumonia	3. Seizure Disorders	3. Meningitis	3. Diabetes
4. AIDS defining illness (excluding PCP)	4. Tuberculosis	4. Tuberculosis	4. Arthritis
5. Severe malnutrition	5. Severe Malnutrition	5. Severe Trauma	5. Tuberculosis
6. Septicaemia	6. Asthma	6. Diabetes related complications	6. Pneumonia
7. Asthma	7. Meningitis	7. Hypertension related complications	7. Gastroenteritis
8. Poisoning (Herbal or traditional enema)	8. Septicaemia	8. Myocardial Infarctions	8. Congestive Cardiac Failure (Stroke)
9. Meningitis	9. Poisoning (Herbal or traditional enema)	9. Congestive Cardiac Failure (Stroke)	9. Asthma
10. Hepatitis	10. Neonatal Jaundice	10. Gastroenteritis	10. Epilepsy

(Source: DOH, 2008)

2.6 THE ECONOMY

2.6.1 INTRODUCTION

Over the past eight years the ADM has developed a number of local economic development strategies and projects, many of which are now coming to fruition. The ADM has also pioneered the development of district LED *fora* which cater for the dominant economic sectors in the ADM including agriculture, tourism and commerce and industry.

This section is based on and summarises a number of information sources including:

- The Amajuba NSDP Pilot Project: Status Quo report (2008); and
- The Amajuba LED Sector Plans.

This section also includes an analysis of ward-level poverty rates which is linked to the SDF where an analysis of spending by government institutions per ward is undertaken.

2.6.2 BASIC LED FACTS AND FIGURES

(i) CURRENT ECONOMIC TRENDS

According to the Amajuba DM's Manufacturing Strategy Report (2006, p69 - 70), there are several challenges facing the ADM which have significant implications for growth of the DM within the broader context of industrial development. These are summarised below:

- The ADM has a comparative advantage in its agricultural sector and can be described as one of the most fertile regions in KZN. It is also anticipated that the local agricultural sector will still play a critical role in the district's and province's economies for some years to come, especially in terms of production value and employment;
- A lot of focus is currently placed on the development of the agricultural sector due to the decline of other sectors in recent years. Developing this sector can have far reaching implications for attracting investment (ie. Agri-processing), as well as the securing of food resources for residents (as a form of poverty alleviation). The practical implementation of agricultural-related projects, however, can increase the competitiveness of the ADM that it is often lacking;
- Based on the criteria outlined in the NSDP in defining development potential, the DM is classified as an area in which **resource potential is low, human need is medium to high, and economic activity is low**. The DM displays the average GGP per capita when compared with other DM's in the province, whilst its dependence on both Agriculture and Government Services, with limited diversification taking place, places the area at severe economic risk.
- Unemployment and poverty remain problematic and key priorities for development. A lot of emphasis is being placed on increased investment and economic growth as key

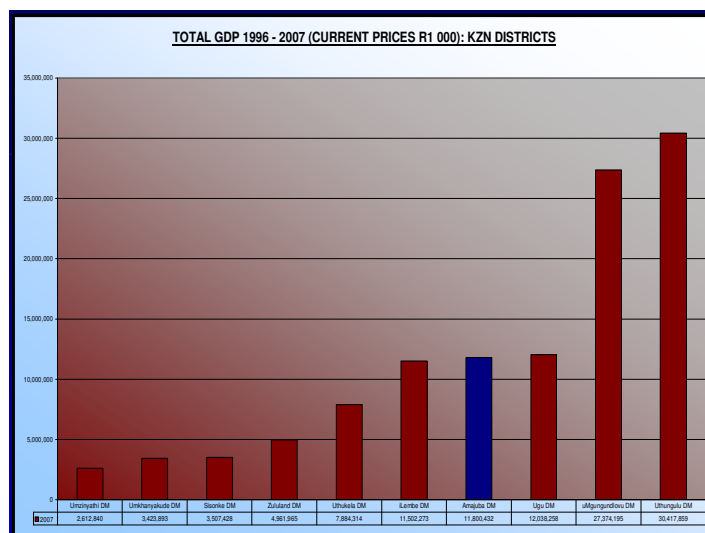
focus areas for the DM. These efforts, however, should also promote employment creation and income generation in areas where it is most needed. Additionally, available skills levels do not currently meet the demands of new industrial and business environments, while there is a general need for the cultivation of an entrepreneurial culture in the ADM. This filters through to the creation of a more sustainable SMME sector.

- It is the general perception that the ADM is **not a major investment or tourism destination** in KZN. There are, however, opportunities that can be developed in this regards with the agriculture and tourism sectors representing important economic sectors that can be nurtured to bring about further economic development and growth.

(ii) GROSS DOMESTIC PRODUCT (GDP)

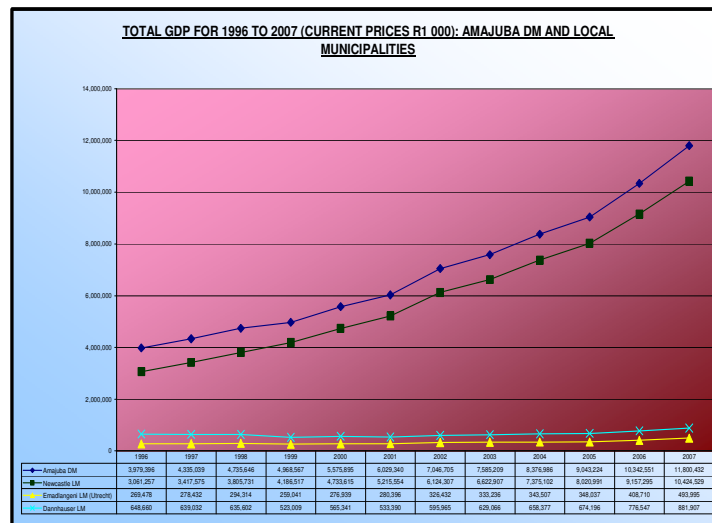
The following figures summarise the performance of the ADM provincially in terms of total GDP between 1996 and 2007. As can be seen from this, excluding eThekweni, the ADM has the fourth highest GDP of DM's in the province of approximately R11.8 billion in 2007.

Figure 6: GDP Performance of the ADM



The size of the district economy in the Amajuba District Municipality is significantly smaller than that of other comparative district municipalities outside KZN such as Sedibeng DM (R26.4 billion), Gert Sibande DM (R46.8 billion) and Nkangala DM (R53.9 billion). The total overall increase in Amajuba DM are also significantly lower than the comparative districts.

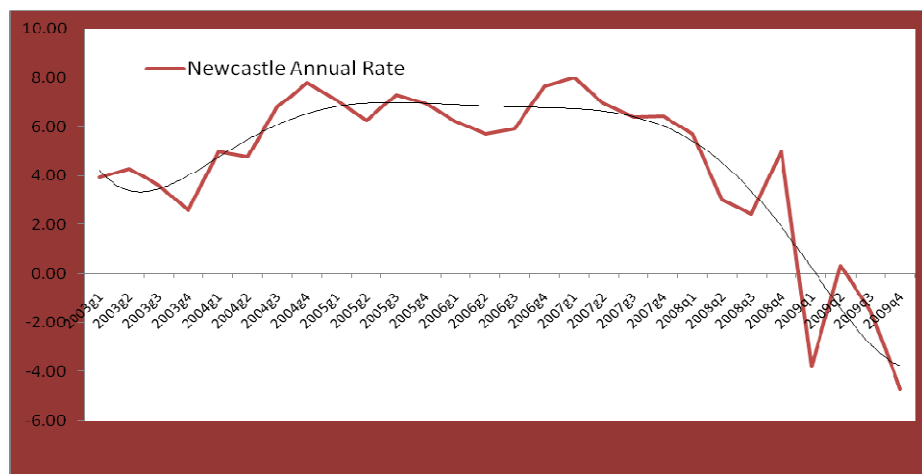
Figure 7: GDP Performance of the LM's in the ADM



As can be seen from this figure, the GDP of Newcastle has been consistently growing during the period 1996 to 2007 to approximately R10.4 billion in 2007. The economies of the eMahlangueni and Dannhauser municipalities have, however, been more static over this period.

The following diagram indicates the GDP performance of Newcastle from Quarter 1 in 2003 to Quarter 2 in 2009. This diagram illustrates the impacts of the 'Global Economic Crisis' and shows how GDP reached its lowest point in the first quarter of 2009. Although there was a mild recovery in the second quarter of 2009, this has been replaced by a decline for the third and fourth quarters of 2009.

Figure 8: GDP Performance for Newcastle per Quarter



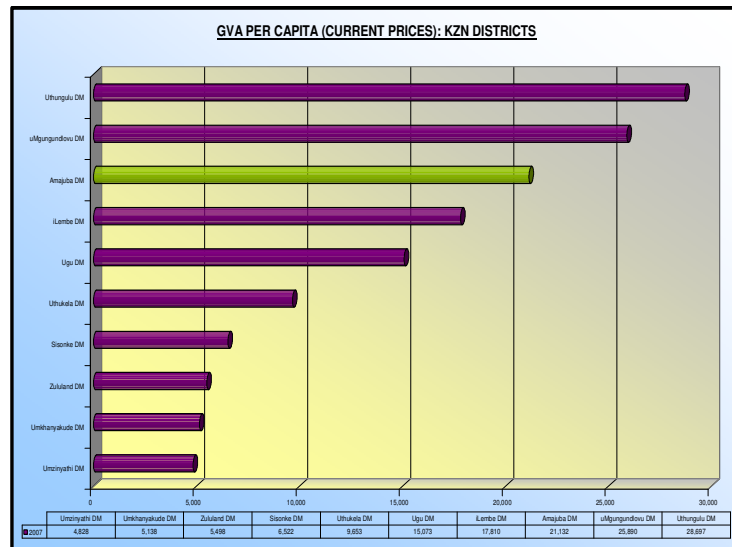
(iii) ECONOMIC GROWTH

Gross Value Added (GVA) can be defined as the difference between output and *intermediate consumption* for any given sector/industry (ie. The difference

between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production).

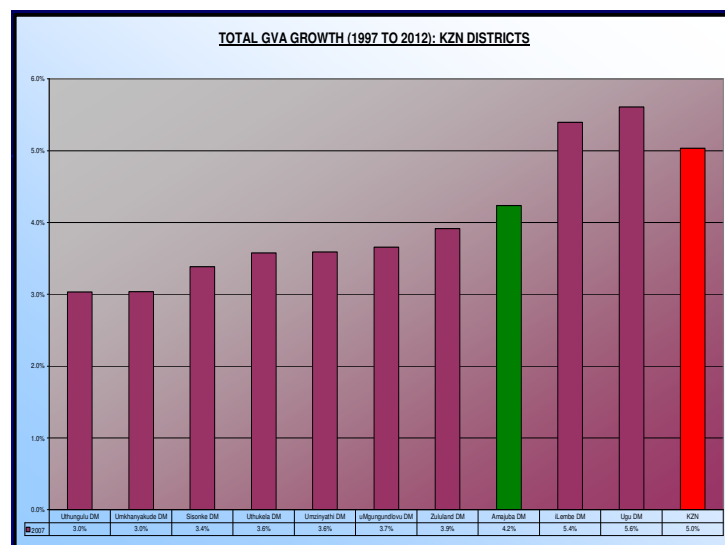
The latest annual economic growth rate (measured in total GVA growth) in the Amajuba DM for the period 2006 to 2007 has been 4.2%. The following figure summarises the GVA per capita for the DM's in KZN. As can be seen, the ADM is placed third behind the uThungulu and uMgungundlovu DM's.

Figure 9: GVA per Capita in KZN



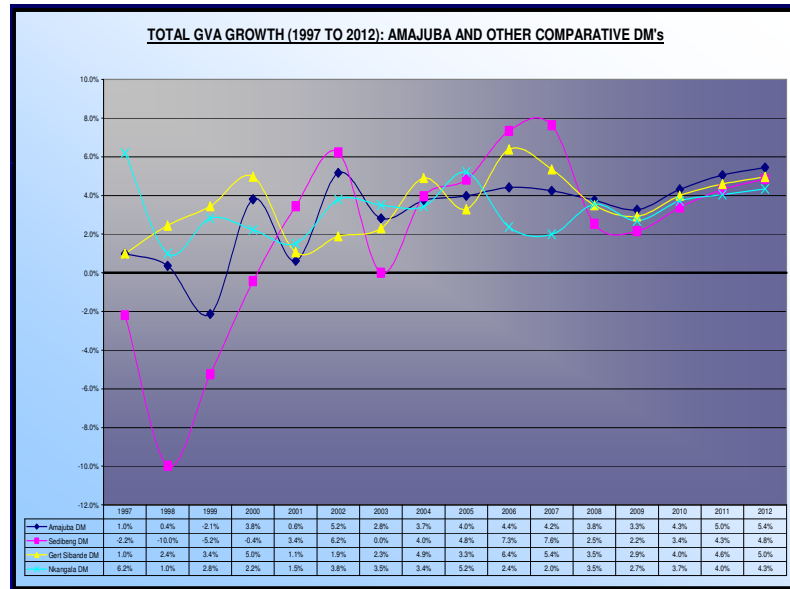
In terms of total GVA growth, the figure below indicates that the ADM is again placed third in KZN behind the uMgungundlovu and uThungulu DM's and is 8% behind the provincial average.

Figure 10: GVA Growth in KZN



Although the year-on-year economic growth rate for the ADM peaked at 4.4% in 2005, year-on-year growth in the preceding period from 1997 to 2005 has fluctuated greatly. These fluctuations are, however, not unlike those that have been experienced in the three other comparative district municipalities.

Figure 11: Comparative GVA Growth

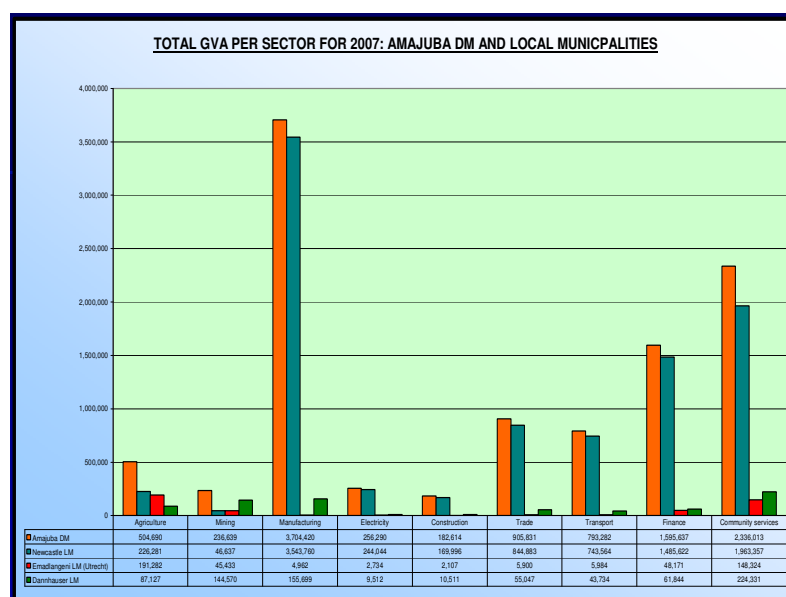


The overall growth trend in the Amajuba DM is largely influenced by the trends of the Newcastle LM which experienced economic growth rates very similar to that of the Amajuba DM as a whole. The Emadlangeni and Dannhauser Local Municipalities, on the other hand, experience significant negative growth over the period 1997 to 2002. Although recovering somewhat from 2003 onwards, the economic growth rate in these two local municipalities has fluctuated significantly in the period up to 2007.

(iv) GROSS VALUE ADDED ACCORDING TO BROAD ECONOMIC SECTORS (CURRENT PRICES)

The economy of the Amajuba DM is largely dominated by the manufacturing sector which accounted for 35% of total GVA by 2007. Other sectors of importance at a district level include the community services sector (22.2% of total GVA), financial and business services (15.2%) as well as the trade sector (8.6%).

Figure 12: GVA per Sector in the ADM & LM'S



The manufacturing output is mainly concentrated in the Newcastle municipality representing a total of R3.5 billion of the total of R3.7 billion worth of GVA in the district. At a local municipality level the following trends are evident:

- The manufacturing sector (38.2%) and community services sector (21.2%) are the dominant economic activities in the Newcastle LM;
- Economic activities in the eMadlangeni LM is largely dominated by the agricultural sector accounting for 42% of overall GVA; and
- The main contributor to GVA in the Dannhauser LM is the community services sector (28.3%), manufacturing (19.6%) and mining (18.2%).

(v) EMPLOYMENT

In terms of the Amajuba NSDP Pilot Project (2008), the ADM has the second highest economically active population in KZN (34.1%) behind the uMgungundlovu DM. The economically active population (EAP) is defined as the number of persons that are able and willing to work between the ages of 15 and 65 and it includes both employed and unemployed persons. The EAP is measured at place of residence. The study also indicates that the economically active population in the ADM has increased from 26.5% in 1996 to 31.4% in 2007.

The study also indicates that the economically active population of ADM is, however, significantly lower than the comparative figures of Sedibeng, Gert Sibande and Nkangala DM's (between 42% and 46%).

At local municipality level, the Newcastle LM has an economically active population of 37.4% with the Dannhauser LM having the lowest figure of 24.7%.

(vi) UNEMPLOYMENT

The Amajuba NSDP Pilot Project (2008) indicates that in 2007 the ADM had the lowest unemployment rate amongst the district municipalities in KZN (41.9%) and this figure is also slightly lower than the comparative provincial average of 42.3%. The unemployment rate of the district peaked at 47.2% in 2003, where after it showed a decrease to 41.9% in 2007. The high levels of unemployment have been caused by a number of factors including:

- Migrant labour – it is possible that a substantial number of workers retrenched in big cities such as Johannesburg and Durban would have returned home in the district. In this case such people are then counted as unemployed in the district where they now reside, i.e. Amajuba District.
- Closure of mines - Mining has been focused on coal mining, but the majority of the collieries have closed. These include Durnacol, Spring Lake Collieries and Balgray Colliery, and Welgedacht Collieries.
- HIV/AIDS – as more people become sick they would have become incapacitated and therefore unable to continue with their respective jobs.
- Natural growth – the labour force may have grown as more young men and women complete school and are either unable to continue with their studies at tertiary level or are unable to find jobs and therefore swell the ranks of the unemployed.
- Mechanisation and growth in the services sector could have contributed to the decline in employment in the district. Analysis of the Amajuba District Municipality's levy income done as part of the 2004/2005 budget show that between 2002/2003 and 2003/2004 income from the payroll levy has declined. This confirms the notion that employment levels in the district are declining.

The study also indicates that the unemployment rate of Amajuba DM is very similar to that of the Sedibeng (43%) and Nkangala DM's (41.1%), and somewhat higher than the figure of Gert Sibande DM (31.5%).

Both the Newcastle LM and eMadlangeni LM experienced a decrease in unemployment rate from the peak in 2003. However, in the case of Dannhauser LM, the unemployment rate increased unabatedly from 45.6% in 1996 to as much as 78% in 2007.

In terms of unemployment differences in gender identified in the Amajuba NSDP Pilot Study (2008) the following is noted:

- The male unemployment rate in Amajuba DM in 2007 was 36.7%, which is slightly lower than the figure for the total population. The unemployment rate of the male population showed a similar trend to that of the

total population with decreases being recorded from the high figures in 2003 to 32.2% in 2007 (Newcastle LM) and 18.8% in eMadlangeni LM. The unemployment rate of the male population in Dannhauser LM however continued to increase to a figure of 69.6% in 2007.

- The female unemployment rate in the ADM in 2007 was 46.9%, which is somewhat higher than the figure for the total population. Although there has been a slight decrease in the female unemployment rate in Newcastle and eMadlangeni LM's from 2003 onwards, the rate for the Dannhauser LM female unemployment rate stood at a staggering 87% in 2007.

(vii) EMPLOYMENT PER SECTOR

The Amajuba NSDP Pilot Project (2008) indicates that the main contributor to formal employment in the Amajuba District is the manufacturing sector (30.4%), community services (24.2%) and wholesale and retail trade sector (9.2%). The proportion of people formally employed in the manufacturing sector in Amajuba (30.4%) is significantly higher than the overall provincial comparative figure of 20.2%.

At the local municipality level, the manufacturing sector is most dominant in Newcastle where it accounts for 34.1% of formal sector employment opportunities, followed by community services (23.4%). The formal sector employment in the eMadlangeni LM is largely dominated by the agricultural sector accounting for 42.8% of all formal employment (although representing a relatively small percentage in real terms). The only other notable source of employment in the eMadlangeni municipality is the community services sector. Formal employment in the Dannhauser LM is dominated by the community services sector (28.3%), mining (16.3%) and manufacturing (13.1%).

The mining and manufacturing sectors jointly represent approximately between 25% in the case of the Sedibeng DM and 33.2% in the case of Nkangala DM. It should be noted that in the case of the ADM, the role of the mining sector has been strongly declining over the last decade, in Gert Sibande remaining relatively stable within total economy, while it has been growing as a proportion of employment opportunities in the Nkangala DM.

(viii) ECONOMIC SECTORS

▪ AGRICULTURE

The Amajuba NSDP Pilot Project (2008) indicates that the agricultural sector plays a limited role in the provision of formal employment in the ADM and only accounts for 5.4% of total formal employment. This proportional figure is the lowest amongst the district municipalities in the province. At municipal level, the agricultural sectors play an important role as a source of formal employment in the

eMadlangeni LM where it accounted for 42.8% of employment in 2007 but this figure declined somewhat from the high of 50.3% in 2001. In the Newcastle and Dannhauser LM's the agricultural sector represents only 2.7% and 9.2% of formal sector employment opportunities respectively.

In terms of the three other comparative districts outside KZN, the role of agriculture in the ADM is very similar to that of the Sedibeng and Nkangala DM's.

▪ **MANUFACTURING**

The Amajuba NSDP Pilot Project (2008) indicates that the manufacturing sector clearly plays a dominant role in providing formal employment in the ADM accounting for 30.4% of all formal employment by 2007. This proportional figure is the highest amongst all district municipalities within the province. As can be expected the role of the manufacturing sector is most prominent in the Newcastle LM where it accounted for 34.1% of all formal employment by 2007. The comparative figures for the eMadlangeni LM and Dannhauser LM are only 1.6% and 13.1% respectively. The comparative role of the manufacturing sector in the provision of formal employment has remained relatively stable over the last decade, fluctuating at a level of around 30% of employment in the district.

In terms of other comparative district municipalities, the role of manufacturing sector in the ADM is very similar to that of the Sedibeng DM.

It should be noted that there are also certain trends prevalent within the various subsectors within the manufacturing sector. For example, the contribution of the "textile, clothing and leather goods" sub-sector as a percentage of total employment decreased from around 10% in 1996 to just over 7% in 2007. Conversely, the role of the "metal products, machinery and appliances" sub-sector as a percentage of total employment has increased slightly from 16.9% in 1996 to just over 18% in 2007.

▪ **MINING**

The Amajuba NSDP Pilot Project (2008) indicates that the role of the mining sector (with specific reference to coal mining) as a source of formal employment is fairly insignificant in the ADM and only accounted for just under 2% of formal employment by 2007. It is also noted that the role of the coal mining sector as a total source of employment has decreased significantly from around 8% in 1996 to 2% in 2007. This decrease was mainly due to scaling down of coal mining activities in the Dannhauser LM where the number of people employed in the coal mining sector as a percentage of total employment decreased dramatically from 39% in 1996 to only 15% in 2007.

▪ **TRADE**

The Amajuba NSDP Pilot Project (2008) indicates that decreasing employment in mining has to some extent been offset by the growth of employment in the retail sector. The proportional share of employment provided by the retail sector increased from approximately 6% in

1996 to nearly 10% in 2007. The proportional role of the retail sector as a source of employment in the ADM is roughly equivalent to that of the uThungulu and iLembe DM's. At a local level, the growth in the retail sector has been most notable in the Newcastle area where the proportional contribution of the retail sector increased from 6.6% 1996 to 10.1% in 2007.

▪ THE INFORMAL SECTOR

The Amajuba NSDP Pilot Project (2008) indicates that based on the estimates of Global Insight on the extent of the informal sector, the second highest concentration of people informally employed in the province is within Amajuba (33 677). The percentage of all employment represented by the informal sector in the ADM is 35.6% which is also the highest proportional figure in the province, which seems to be indicative of the importance of informal sector activities within this district. This proportion is also higher than the other three comparative district municipalities outside KZN. The comparative figures at local municipality level clearly indicate that the vast majority of informal sector activities are concentrated in the Newcastle LM (more than 90% of all informal sector employment in the district).

(ix) INCOME LEVELS

The Amajuba NSDP Pilot Project (2008) indicates that overall household income levels in the district are low with more than 62% of all individuals aged between 15 and 65 not earning any form of income. Although this figure is very high, it is not unlike the comparative figures for other districts within the province (for example it is only in the Umgungundlovu DM and iLembe DM where less than 60% of individuals aged between 15 and 65 do not earn any form of income).

The affordability levels in the ADM are significantly lower than in the other comparative district municipalities outside of KZN. For example, only 11.7% of individuals between 15 and 65 years of age earn in excess of R1600 per month in the ADM compared to figures in excess of 20% in the Gert Sibande, Nkangala and Sedibeng district municipalities.

At the local municipality level, the percentage of households with no income ranges between 51.5% in the case of the eMadlangeni LM to as much as 65.8% in the Dannhauser LM.

(x) POVERTY

The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income. It is thus seen as a measure of people's ability to live a long and healthy life, to communicate, to participate in the life of the community and to have sufficient resources to obtain a decent living. The HDI can assume a maximum level of 1, indicating a high level of

human development, and a minimum value of 0.

According to the Amajuba NSDP Pilot Project (2008), in 2007 the ADM had the second highest Human Development Index (HDI) of the KZN districts (0.54). The HDI index of Amajuba in 2007 was very similar to that of Gert Sibande and Nkangala DM's. It is however significantly lower than the comparative figure of the Sedibeng DM (0.62). A notable feature is that the HDI of the ADM has not increased notably from 2001 to 2007, having remained relatively stable at a level of 0.53 to 0.54. There is thus no notable increase in the level of human development index within the district. At a local municipality level, the highest HDI is located in Newcastle (0.57) with much lower figures of 0.42 in both the eMadlangeni and Dannhauser local municipalities.

The Amajuba DM has the highest relative degree of income inequality amongst the various districts in KZN with a Gini Coefficient of 0.68. It should be noted that the differences between the various districts are not extreme with the lowest figure being that for Umkhanyakude at 0.61, ranging to 0.68 at the other end of the scale in the case of uThungulu and Amajuba district municipalities.

Interesting to note is that the Gini Coefficient of ADM is exactly the same as that for the Sedibeng, Gert Sibande and Nkangala districts in 2007.

The level of income inequality seems to have increased in the Amajuba district from a level of 0.60 in 1996 to 0.68 in 2007. Once again this trend is not unlike that experienced in the comparative district municipalities in KZN. At a local municipality level the highest level of income inequality is located in the eMadlangeni LM with a Gini Coefficient of 0.68. This figure is marginally higher than the Coefficient of 0.67 in Newcastle and the lower figure of 0.61 in the case of Dannhauser. Over the period 1996 to 2007, the income inequality seems to have increased somewhat in both the Newcastle and Dannhauser municipalities while there was a slight decrease in the case of eMadlangeni DM.

The percentage of people living in poverty in the ADM is estimated to be around 52.2% in 2007. This is the second lowest of the ten districts in KZN after the Umgungundlovu DM (48.1%). The percentage of people living in poverty in the Amajuba district is significantly lower than the comparative figures in districts such as Zululand, uMzinyathi and uMkhanyakude where in excess of 75% of the population is classified as living in poverty.

Although comparing favourably with all other district municipalities in KwaZulu Natal, the poverty level in Amajuba is higher than all three the comparative district municipalities outside KZN (ranging between 35.2% in Sedibeng to 48.5% in the case of Gert Sibande). The

percentage of people living in poverty has peaked at 59.1% in 2002, whereafter it has decreased by around 7% to a figure of 52.2% in 2007.

At a local municipality level, a total of 40.9% of the Newcastle population is living in poverty. This figure is nearly half the extraordinary high figures of 72.6% in the case of eMadlangeni LM and as much as 85.7% in Dannhauser LM. There seems to have been some improvement in terms in the decrease in the number of people living in poverty in all three local municipalities since 2002.

The Amajuba DM has the lowest poverty gap of the districts in KZN with an estimated figure of R411 million in 2007. In comparative terms, the poverty gap in the ADM is of the same order of magnitude as in the case of the Sedibeng DM, but significantly lower than Gert Sibande and Nkangala DM's. The poverty gap in the ADM has more than doubled from R186 million in 1996 to R411 million in 2007. However, there appears to have been a slight decrease from 2005 onwards.

At local municipality level, the total poverty gap in Newcastle is R239 million compared to R45 million in eMadlangeni and R127 million in Dannhauser. However, the poverty gap has grown by nearly 400% in the eMadlangeni LM between 1996 and 2007, and has more than doubled from R50 million to R127 million in the Dannhauser LM.

2.6.3 MULTIPLE DEPRIVATION ANALYSIS PER WARD

The ADM initially battled to develop a poverty classification system for the wards in the municipality. After some research, the KwaZulu-Natal Provincial Index of Multiple Deprivation (PIMD)(2001) was identified as the most suitable tool for identifying poverty levels. It does, however, have its own weaknesses in that it only provides information about relative levels of deprivation within KwaZulu-Natal. Neither the KwaZulu-Natal PIMD (2001) scores nor ranks can be compared with the PIMD's of other provinces. Similarly the domain ranks cannot be compared with the domain ranks of other provinces.

In terms of how it was determined, the PIMD (2001) was constructed by combining the five transformed domain scores with equal weights. The five domain indices are as follows:

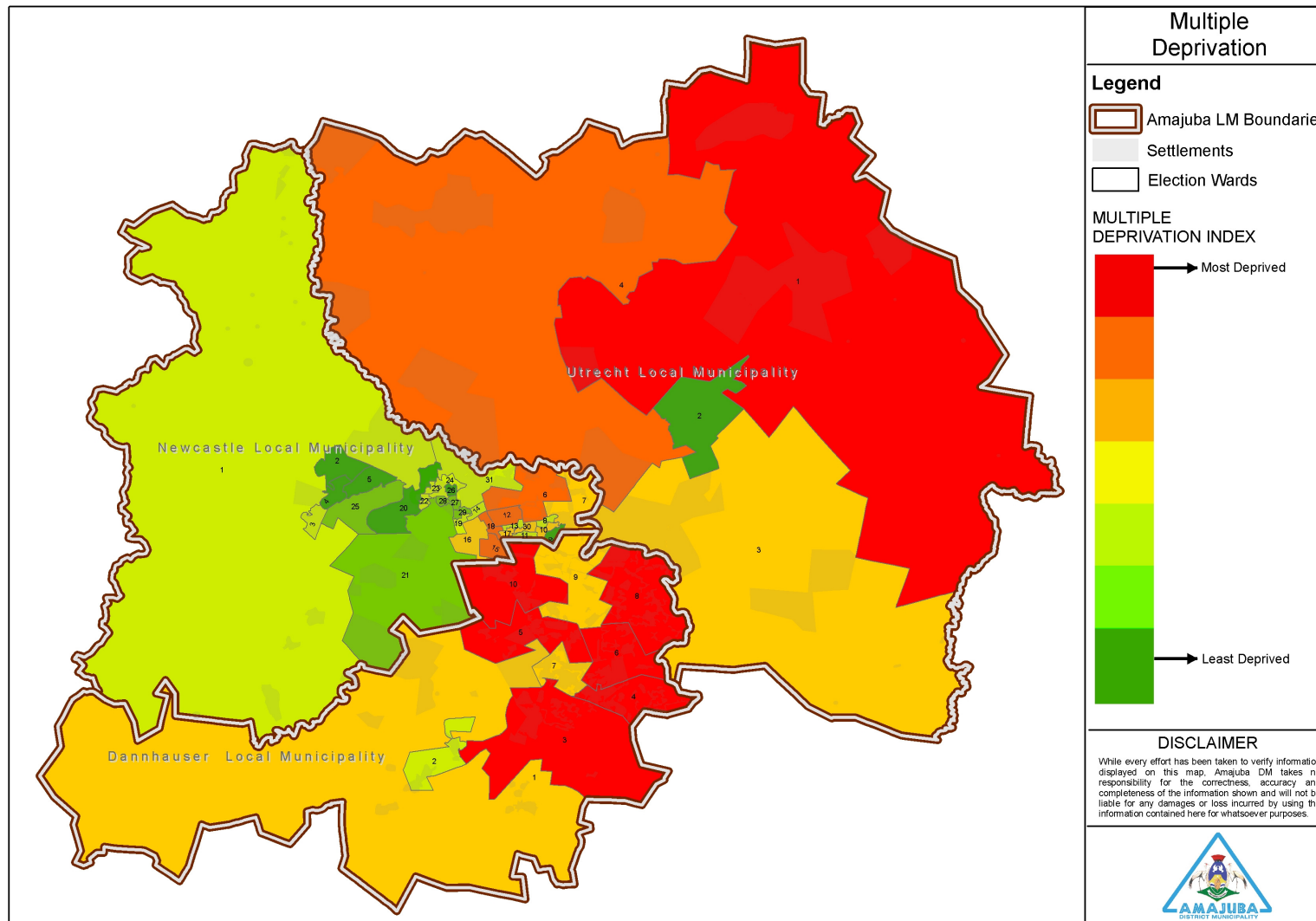
- Income and Material Deprivation;
- Employment Deprivation;
- Health Deprivation;
- Education Deprivation; and
- Living Environment Deprivation.

The following table and map summarises the levels of deprivation per ward:

TABLE 23: MULTIPLE DEPRIVATION PER WARD

WARD NO	2001	2010	MUNICIPALITY
1	160	MOST DEPRIVATION	eMadlangeni
3	436	HIGH DEPRIVATION	eMadlangeni
2	647	LEAST DEPRIVATION	eMadlangeni
4	320	VERY HIGH DEPRIVATION	eMadlangeni
31	475	LOW DEPRIVATION	Newcastle
2	748	LEAST DEPRIVATION	Newcastle
6	345	VERY HIGH DEPRIVATION	Newcastle
20	668	LEAST DEPRIVATION	Newcastle
7	500	HIGH DEPRIVATION	Newcastle
5	740	LEAST DEPRIVATION	Newcastle
24	532	LOW DEPRIVATION	Newcastle
4	714	LEAST DEPRIVATION	Newcastle
25	548	VERY LOW DEPRIVATION	Newcastle
23	516	LOW DEPRIVATION	Newcastle
26	629	LEAST DEPRIVATION	Newcastle
22	508	LOW DEPRIVATION	Newcastle
27	594	VERY LOW DEPRIVATION	Newcastle
28	552	VERY LOW DEPRIVATION	Newcastle
21	551	VERY LOW DEPRIVATION	Newcastle
14	522	LOW DEPRIVATION	Newcastle
3	735	LOW DEPRIVATION	Newcastle
12	325	VERY HIGH DEPRIVATION	Newcastle
29	573	VERY LOW DEPRIVATION	Newcastle
18	394	VERY HIGH DEPRIVATION	Newcastle
19	500	LOW DEPRIVATION	Newcastle
8	466	LOW DEPRIVATION	Newcastle
16	421	HIGH DEPRIVATION	Newcastle
13	497	LOW DEPRIVATION	Newcastle
30	406	HIGH DEPRIVATION	Newcastle
10	412	HIGH DEPRIVATION	Newcastle
9	600	LEAST DEPRIVATION	Newcastle
17	447	HIGH DEPRIVATION	Newcastle
11	534	LOW DEPRIVATION	Newcastle
15	364	VERY HIGH DEPRIVATION	Newcastle
1	442	LOW DEPRIVATION	Newcastle
1	358	HIGH DEPRIVATION	Dannhauser
4	191	MOST DEPRIVATION	Dannhauser
3	154	MOST DEPRIVATION	Dannhauser
9	352	HIGH DEPRIVATION	Dannhauser
10	334	MOST DEPRIVATION	Dannhauser
8	221	MOST DEPRIVATION	Dannhauser
5	104	MOST DEPRIVATION	Dannhauser
6	258	MOST DEPRIVATION	Dannhauser
7	300	HIGH DEPRIVATION	Dannhauser
2	599	LOW DEPRIVATION	Dannhauser

(Source: KwaZulu-Natal Provincial Index of Multiple Deprivation (2001) as amended by the ADM for the new ward boundaries in 2010)



As can be seen from the table and map, the areas of highest deprivation, which are indicated in red on the map, are concentrated in the tribal areas of the Dannhauser municipality as well as the mountainous areas of the eMadlangeni municipality.

2.6.4 LED STRATEGIES AND SECTOR PLANS

In terms of the DPLG's Policy Guidelines for Implementing LED in South Africa (2005, p10), the vision for LED is to create:

“robust and inclusive local economies that exploit local opportunities, address local opportunities, address local needs and contribute to national development objectives such as economic growth and poverty alleviation”.

The DPLG report (2005, p13) goes further to indicate what LED is not. They indicate that LED is not about municipalities or other public bodies financing small local projects from the public purse. Nor is it about Mayors, Councillors or Municipal Officials trying to run and manage these or even larger projects. They indicate that all too frequently these have been initiated without real business plans or any serious notion of sustainability, and they only last and provide temporary employment for as long as the public grant which created them lasts.

The Amajuba District Municipality has prepared the following LED reports to guide and inform LED within its area of jurisdiction, namely:

- Amajuba LED Plan;
- Amajuba Tourism Plan, including:
 - Tourism Signage Plan, and
 - Battlefields Development Plan.
- Agricultural Development Plan; and
- The Manufacturing Development Plan.

Full descriptions of the contents of these plans are included in **Section J** of this report.

2.6.5 AMAJUBA LED FORUMS

The ADM has been proactive and established a number of LED forums and structures. The Amajuba Forum for Local Economic Development (AFLED) is the over-arching LED forum with representatives from the private and public sectors. This forum has three sub-committees, two of which are currently functional, the latter which is still to be established. For the exact composition of the committees, see the diagram below.

(i) AMAJUBA TOURISM FORUM

The Tourism Forum comprises of 22 members made up of the main tourism stakeholders in the ADM. The Tourism Forum played an important role as the Project Steering Committee for a number of tourism-related sector plans including the Tourism Sector Plan, the Tourism Route Development Plan, the Tourism Signage Development Plan, and the Battlefields Development Plan, and the development of the Amajuba Tourism Routes.

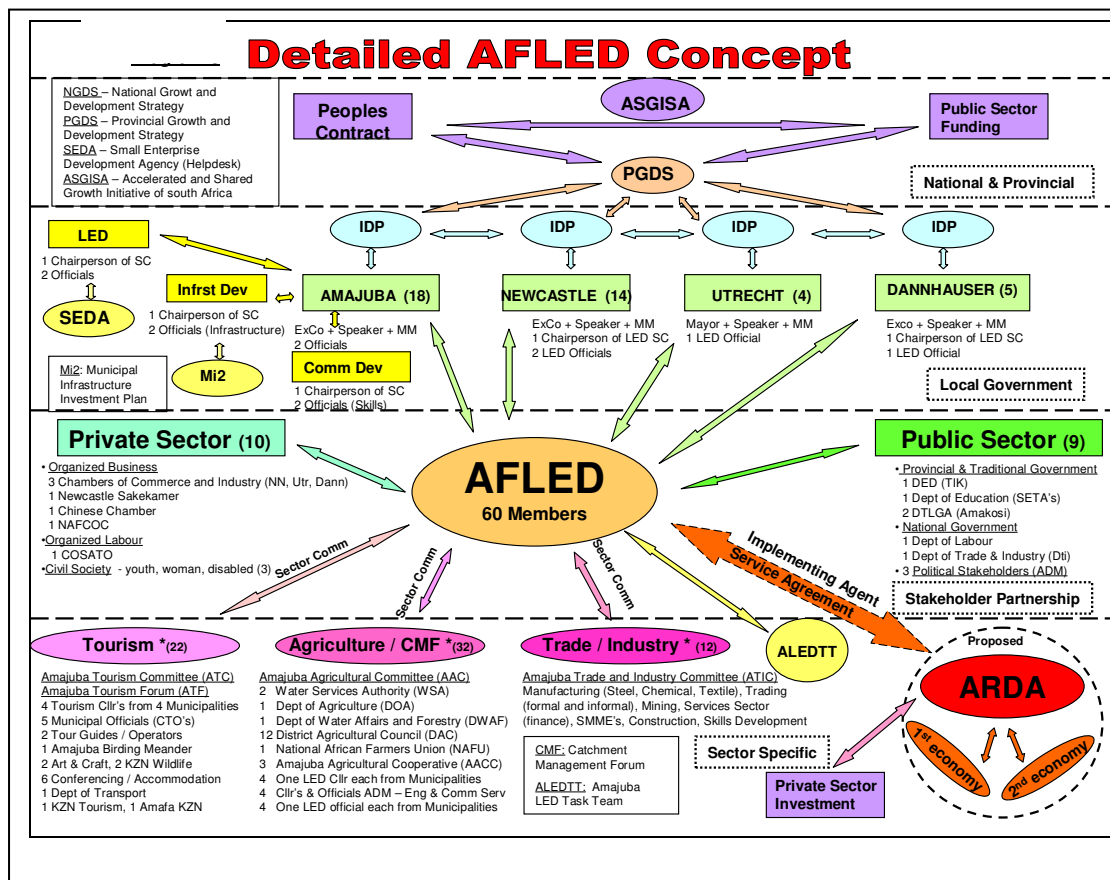
(ii) AMAJUBA AGRICULTURAL COMMITTEE

The Agriculture Committee comprises of 32 members (see the diagram below for the exact composition). Like the Tourism Committee, the Agriculture Committee served as the Project Steering Committee for the development of the Agricultural Plan for the ADM.

(iii) AMAJUBA TRADE AND INDUSTRY COMMITTEE

This has yet to be established but will cover commerce and industry issues. The Amajuba led task team is currently addressing this sector

Figure 13: AFLED Structures



2.6.6 SMME AND SECOND ECONOMY SUPPORT

(i) SUPPORT TO SMME'S

The ADM is currently developing trade points for emerging businesses and SMME's in order for them to access markets to conduct business.

The development of the *Amajuba Agric Hub* and *Regional Market* will ensure easy access to local and export markets such as Dube Trade port and City Deep.

Linkages to Trade point for crafters markets are already in place for export opportunities some products are currently being exported to Reunion Island.

The partnership with Amajuba SEDA ensures courses and business support to the manufacturers and producers. Courses are conducted in HACCP and ISO, as well as small business development.

(ii) SUPPORT TO THE SECOND ECONOMY

Training:

Poverty alleviation projects are aimed at empowering entrepreneurs to create projects linked with the ADM LED Strategy and small business development courses are implemented to ensure the development of the entrepreneur.

Alignment of FETs training and development programmes with the ADM Sector Plans is occurring so as to ensure the creation of employment opportunities as well as entrepreneur development.

Educational tours for entrepreneurs are also being facilitated and organised by the ADM to expose them to opportunities outside of the district and establish support networks.

Projects:

The ADM is currently planning projects that will absorb current small businesses into the main stream economy. These projects include Techno Park and tomato processing, Soya production and processing, feedlot and meat processing and Mining.

2.6.7 AMAJUBA GROWTH & DEVELOPMENT SUMMIT

The ADM held its third Growth Summit in May 2009 and is planning to hold its fourth one before the end of the 2009/10 financial year. The summit will bring together members of the public, organised business as well as the public sector to deliberate of LED strategies and projects. The outcomes of the 2009 Summit are contained in **Section K9**.

2.6.8 LINKING THE LED STRATEGIES & PROJECTS TO THE SDF

Traditionally the LED strategies and projects have not been effectively linked to the SDF. Over the past year the ADM has been undergoing a rigorous process of alignment between the LED projects and strategies and the SDF which has resulted in the preparation of an IDP projects map. From this map it can clearly be seen where LED projects are planned, timeframes, as well as which communities are likely to benefit from them. Apart from providing certainty for potential investors, this map ensures an even spread of interventions by the ADM and the private sector.

2.6.9 LINKAGES OF THE LED PLANS TO NATIONAL & PROVINCIAL OBJECTIVES

The LED Plan is linked to the NSDP, the PGDS and the PSEDS. This was confirmed through the NSDP Pilot Project (2009).









2.6.10 LED OBJECTIVES, BUDGETS AND TIMEFRAMES

The LED Objectives, Budgets and Timeframes are included in **Table 65 on pages 169 to 172** of the IDP and are summarised below. LED objectives include the following:

1. Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district
2. To ensure progressive compliance with institutional and governance requirements by 2015
3. To facilitate and plan for ongoing sustainable human settlement and economic development in the district
4. Source alternative funding for appropriate projects
5. Maintain ongoing intergovernmental relations among the three spheres of government
6. To facilitate and plan for ongoing sustainable human settlement and economic development in the district
7. Compliance with relevant guidelines
8. Compliance with legislation
9. To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups
10. To ensure ongoing partnership development and coordination among various stakeholders
11. To ensure 4% economic growth per annum by 2015 and ensure 15% reduction in unemployment by 2015
12. To ensure poverty alleviation/reduction (national targets)

The following table summarises the key LED Projects as included in the Amajuba SDF, and identifies the financial year and anticipated budget amounts for each project. For a full list of LED projects, linked to their respective budgets and timeframes, see Sections G and H of this report.

TABLE 24: LED PROJECTS, BUDGETS AND TIMEFRAMES

LED PROJECTS TABLE		
FIN YEAR	Name	Funding
2010/2011	 Amajuba Regional Agricultural Hub	R70 000 000
2010/2011	 Amajuba 80Ha Hydroponic Techno Park (X2)	R1 000 000 000
2010/2011	 Regional Soya Initiative/Bio Diversity	R200 000 000
2011/2012	 High Quality Texturised Soya Products	R56 000 000
2010/2011	 Cheese Factory	R170 000 000
2010/2011	 Sun - Dried Tomato	R12 000 000
2010/2011	 Mininig	R36 000 000 000
2012/2013	 Power Station	R6 000 000 000
2012/2013	 Ncandu River Dam	R130 000 000
2010/2011	 Horn River Dam	R40 000 000

2.7 CRIME LEVELS

2.7.1 BACKGROUND

To date the municipality has not received funding to prepare a Community Safety Plan. This section of the *status quo* seeks to address the information requirements of the Community Safety Plan, and the strategies section outlines required interventions to address the identified safety problems.

2.7.2 OVERALL CRIME SITUATION

The total overall crime index (expressed as the weighted average occurrences per 100 000 people) in the Amajuba DM is 73.7. This places the Amajuba DM at the fifth lowest position amongst the 10 district municipalities within KZN. The 2006 overall crime index of 73.7 in Amajuba is however significantly lower compared to the figures of the other comparative districts outside of KZN (e.g. 138 in Sedibeng and 139 in Nkangala DM's).

There has been a strong downward trend in terms of the overall crime index from a weighted average of 115 per 100 000 people in 2003 to 73 in 2006.

At a local municipality level the overall crime index in 2006 has been very similar across the three municipalities with the figures ranging from 65.5 in eMadlangeni, 68.9 in Dannhauser and 76 in Newcastle. In the case of Newcastle LM there has been a strong downward trend in the occurrence of the overall crime from an index of 115 in 2003 to 73 in 2006. The overall crime index in the eMadlangeni DM has fluctuated quite significantly over the period but did show a marked decrease from 2003 onwards. The overall crime index in Dannhauser remained fairly unchanged over the period 1996 to 2005 at figures of around 80 occurrences per 100 000 people, but did show some decrease from 2005 to 2006.

2.7.3 VIOLENT CRIMES

According to the Amajuba NSDP Pilot Project (2008), the violent crime index for ADM (expressed as weighted average occurrences per 100 000 people) was the third lowest in the province with a figure of 67.9. This figure is significantly lower than comparative figures in districts such as uThungulu, Ilembe and uMgungundlovu with indexes of 100 or more. The violent crime index in 2006 for the ADM (67.9) is also significantly lower than the comparative figures for other district municipalities outside KZN (e.g. Sedibeng had 128.2 and Nkangala had 132.6).

At the local municipality level the occurrence of violent crimes have decreased most notably in the Newcastle LM from 118.7 in 2003 to 69 in 2006, and the eMadlangeni LM from 96.8 to

61.6 over the same period. The violent crime index for the Dannhauser LM has fluctuated between 70 and 80 for most of the period between 1996 and 2005, but did show a decrease to 66.3 in 2006.

2.7.4 PROPERTY CRIME

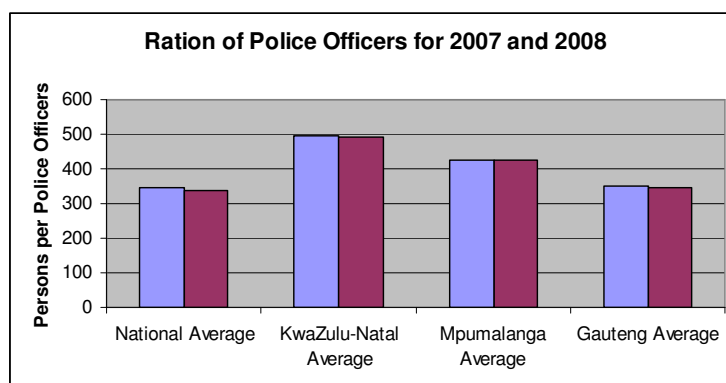
According to the Amajuba NSDP Pilot Project (2008), the property crime index (weighted average per 100 000 people) in the ADM in 2006 was the fourth highest in the province with a figure of 137.5. Although rated amongst the highest figures within KZN, the 2006 figure in the ADM is still significantly lower when compared to other comparable districts outside KZN (e.g. 249 in Sedibeng and 218 in Nkangala).

The property crime index value in the Newcastle LM is significantly higher (152) than in the eMadlangeni (107) and Dannhauser LM's (96). This could be partially explained by the urbanization rate in Newcastle which is much higher when compared to the other two local municipalities thus implying a larger concentration of properties exposed to property related crimes. The property crime index figures in the Newcastle and eMadlangeni LM's have decreased notably over the period 2002 to 2006 from 234.9 to 152 in the case of Newcastle and 186.7 to 107 in the case of eMadlangeni. The comparative figures for Dannhauser have fluctuated at levels of between 90 and 110 between 1996 and 2006.

2.7.5 POLICING RATIOS

The figure below illustrates the number of people per police officer for 2007 and 2008, nationally, for KZN, as well as within the Mpumalanga and Gauteng provinces within which the three comparable district municipalities occur. As can be seen from this, the KZN province is above the national average as well as above the provincial averages for Mpumalanga and Gauteng which means that there are fewer police officers in KZN per person than in the aforementioned provinces.

Figure 14: Ratio of Police Officers



2.8 PROVISION OF BASIC INFRASTRUCTURE & SERVICES

2.8.1 INTRODUCTION

The following data sources were used to compile this section, namely:

- The Amajuba Comprehensive Infrastructure Plan (2009);
- The relevant infrastructural sector plans;
- The Amajuba NSDP Pilot Project (2009);
- STATSSA's Neighbourhood Survey (2007);
- The Amajuba Baseline Data Study (2005); and
- STATSSA's 1996 and 2001 Cenci.

It must be noted that the implementation targets used in this analysis have been obtained from the State President's *State of the Nation Address* as well from the Provincial Growth and Development Strategy (PGDS) as obtained from the Department of Local Government and Traditional Affairs, as well as DWAF's revised targets for water and sanitation.

Where possible, the backlog figures for the ADM have been 'benchmarked' against the other three comparable district municipalities.

2.8.2 HOUSING

i) STATUS QUO

The Comprehensive Infrastructure Plan (CIP) (2009, p 8) indicates that 34 694 households in the ADM are below RDP standards.

TABLE 25: HOUSING BACKLOGS

MUNICIPALITY	BELOW RDP STANDARDS	COST (R 000,000)
Dannhauser	17 235	775
eMadlangeni	4 312	194
Newcastle	18 155	817
TOTAL	39 702	1,786

(Source: Amajuba CIP, 2009)

ii) HOUSING PLANS

Housing plans have been prepared for all three local municipalities which identify backlogs and targets for delivery. Some of these plans have been prepared some time ago and require review and updating.

iii) ADDRESSING THE BACKLOGS

The following table summarises the predicted cash flow requirements to address the housing backlogs.

TABLE 26: ESTIMATED HOUSING BACKLOGS

MUNICIPALITY	2009	2010	2011	2012	2013	2014	2015	2016	TOTAL
Dannhauser	87,2	53,3	53,3	120	120	120	120	102	775
eMadlangeni	0	4,5	18	10	23	46	46	46	194
Newcastle									
TOTAL									

(Source: Amajuba CIP, 2009)

2.8.3 WATER

i) STATUS QUO ANALYSIS

It must be noted that both the Newcastle and Amajuba municipalities are both *Water Services Authorities* with Amajuba servicing eMadlangeni and Dannhauser, with Newcastle being responsible for its own municipal area. Both municipalities make use of uThukela Water as the *Water Services Provider*.

The table below indicates the levels of access to water in Amajuba DM as measured in the 2007 Community Survey (STATSSA, 2007).

TABLE 27: ACCESS TO WATER (2007)

	HOUSEHOLDS	%
Piped water inside the dwelling	40938	40.5
Piped water inside the yard	23952	23.7
Piped water from access point outside the yard	24043	23.8
Borehole	7908	12.0
Spring	676	
Dam/pool	433	
River/stream	1515	
Water vendor	189	
Rain water tank	344	
Other	1055	
Total	101053	100

(Source: STATSSA, 2007)

The figures generated from the MIG-MIS backlog figures (2009) are more accurate than the above and differ slightly:

- 50,8% of households have piped water supply either to inside the home or on site which is an improvement on the 50% indicated in last year's IDP;
- 18,6% of households rely on community stand pipes within 200m which is an improvement on the previous 12%;
- 12,8% of the households use community standpipes over 200m which is an improvement from the 15.6% previously indicated;
- 11,4% of households are reliant on boreholes or springs as opposed to the previous 12%;
- 6,4% of households are reliant on other sources of water which has improved from the 7.6%. The quality of the water obtained from these sources is unknown and cannot be guaranteed, thus possibly leading to health problems.

While it appears that a large percentage of households have access to sources of water, it cannot be confirmed that these households have access "to a secure source of water for human consumption". Many people have to travel a distance to collect water from a public tap. Further, while it is apparent that a large percentage of households have access to a tap, the quality of this water cannot, based on available information, be commented on, and, many households only have access to borehole water.

Despite the relatively high level of water provision, the figures hide wide disparities among the three local municipalities. Up to 91% of households with piped water supply either to dwelling or on site are in Newcastle Municipality, while 46% of households in Utrecht Municipality are reliant on natural and other water supplies. Almost 20% of households in Dannhauser Municipality are reliant on natural and other water supplies.

The Amajuba Internal backlog monitoring database indicates that the following has emerged in terms of access to water within the Amajuba WSA area of jurisdiction:

TABLE 28: ACCESS TO WATER FOR EMADLANGENI & DANNHAUSER

DISTRIBUTION		
STANDARDS	DANNHAUSER	EMADLANGENI
Below basic level of services (backlog)	37.0	75.7
Basic level of service	55.0	7.3
Above basic level of service	8.0	17.0
Total	100.0	100.0

(Source: Amajuba Internal backlog monitoring database, 2010)

Positive outcomes for Dannhauser are as follows:

- Backlog data has improved from a 73.5% backlog in the 2005 backlog study and 45% in last year's IDP, to a 37% backlog which is as a result of several reticulation projects on the Buffalo Flats;
- Households enjoying basic levels of services have also improved from 19% in the 2005 backlog study, 47% in last year's IDP to 55%.
- Households above the basic levels of service have improved marginally over the past year from 7.5% to 8%.

The figures for the eMadlangeni municipality have largely remained unchanged over the past year. The situation will, however, improve with the construction of the eMadlangeni bulk pipe line.

In terms of the finding of the Baseline Data Study, Utrecht is currently the most challenged municipality with a backlog of 76%. In 2001, Dannhauser was the most challenged municipality with a backlog of 73% of

households with no water connections. Newcastle on the other hand is the municipality with the highest percentage of households with water connections. It must be noted that the figures generated by the Amajuba Baseline Data Study indicate that the water provision levels to RDP standards are worse than the figures generated by the 2001 Census.

ii) THE REVISED WATER SERVICES DEVELOPMENT PLAN

The original Amajuba WSDP, which was prepared in April 2003, proposed a capital expenditure on water service projects of R125 million for the period up to and including the 2005 financial year. The original Amajuba WSDP, which was prepared in April 2003, proposed a capital expenditure on water service projects of R125 million for the period up to and including the 2005 financial year. A number of these water projects as well as sanitation projects were implemented during this period.

From the latest WSDP document that was reviewed during the 2005/6 financial year, it is concluded that R295 million of capital funds are required to eradicate the water and sanitation backlogs in the DM.

iii) ADDRESSING THE BACKLOGS

It is now, as of 2009/10, estimated that R353 million is required to eradicate the water and sanitation backlog with R 234 million required to eradicate the water backlog by 2014 in line with DWAF's revised targets as follows:

- R99 million for the Buffalo Flats;
- R50 million for the eMadlangeni bulk line; and
- R85 million for reticulation of the eMadlangeni rural

This means that in order to meet the targets set for the eradication of water backlogs, an estimated R44 million is needed per annum for the period until 2014.

TABLE 29: CASHFLOW PROJECTIONS (amended February 2010)

Cash flow required to eradicate the water services backlog within the national target timeframe	Total Capital Required (R million)	FY10	FY11	FY12	FY13	FY14
Water	R234	R44	R44	R44	R44	R58
Sanitation	R119	R23	R23	R23	R23	R27
	R353	R67	R67	R67	R67	R85
Total MIG Allocation		R28,3	R32	R36	R?	R?
Available Capital Funding as based on the MIG Programme						
Available MIG for water services (At approx 66% of the Total MIG Allocation)		R18	R20,7	R24	R?	R?

When considering the capital cash flow required achieving the national target date of 2014 for water, it may be concluded that the ADM will not be in the position to meet the target, specifically when considering the present level of capital funding provided by the MIG programme.

The table below summarises the anticipated funding allocations to the DM and includes an assumed funding allocation increase in the order of 15% per annum.

TABLE 30: ANTICIPATED FUNDING ALLOCATIONS

Proposed cash flow for water services projects (as per MIG funding)	FY10 (R mill)	FY11 (R mill)	FY12 (R mill)	Remaining req's	Years to complete
Water	18	21	24	R171	5
Sanitation	10	11	12	R86	9
Total	28	32	36	R257	9

The following table summarises the total water investment needs.

TABLE 31: TOTAL WATER INVESTMENT NEEDS (Rmill) AS AT SEPTEMBER 2009

	WATER NEEDS	REFURB	BULK	WATER TREATMENT WORKS	TOTAL
AMAJUBA DM	184	196	50 ¹	26 ²	456
NEWCASTLE					
EMADLANGENI	0	0	0	0	0
DANNHAUSER	0	0	0	0	0
TOTAL	184	196	50	26	456

1 – eMadlangeni Bulk Line

2 – Dannhauser and Durnacol water purification plant with additional clarifiers and filters.
eMadlangeni Welgedaght area.
Borehole refurbishment for R5 million.

There are a number of constraints impacting on the ability of municipalities to deliver infrastructure services. These constraints include the following:

TABLE 32: CONSTRAINTS THAT IMPACT ON SERVICE DELIVERY

KEY ISSUE	DESCRIPTION
Lack of municipal infrastructure policies	<ul style="list-style-type: none"> Acceptable service levels: Most of the communities opt for higher services levels that later result in a burden of maintenance and operations. The use of infrastructure asset management principles: Infrastructure life cycle management is not utilised.
Lack of adequate infrastructure information and infrastructure	<ul style="list-style-type: none"> Historic backlogs: Historic backlogs are not determined and are not time referenced. Inaccurate information and OLD information tabled on the backlogs Increasing needs due to migration and growth in population numbers, thus increasing and decreasing backlog in specific areas. Integrated communities with different service levels (differentiating between basic levels of service and higher order services)
Deterioration of existing infrastructure	<ul style="list-style-type: none"> Significant water losses Limited conservation and demand management Pollution of rivers and dams Poor or no maintenance
Institutional arrangements	<ul style="list-style-type: none"> Poor or no maintenance Lacking municipal institutional arrangement Lack of suitably trained staff (or very few staff in the technical departments) Limited or no service quality monitoring (e.g. drinking and effluent water quality, etc)
Funding and financial issues	<ul style="list-style-type: none"> Metering (either pre-paid or conventional) of water and energy consumption Lack of revenue, indigent policies and enforcement Private sector investors and lenders not attracted to invest in infrastructure roll-out MIG Cashflow constrains is directly attributable for the adverse implementation of the Water and sanitation projects.

NOTE:

In terms of financial resource capacity to address the backlogs, this is summarised in Tables 29 and 30, as well as in Section H of the IDP.

In terms of human resource capacity to address the backlogs, this is summarised in Section K.1 which indicated that there is a Water Services component in the Engineering Services department.

TABLE 33: ADDRESSING WATER BACKLOGS

ADDRESSING THE BACKLOGS																																
WSDP REVIEW 2005 ⁴	71% of households (20 800) in the ADM WSA area of jurisdiction do not have access to a basic level of water supply (ie. A standpipe within 200 meters walking distance).																															
RATE PER ANNUMS (%)	The overall water backlog within the DM has reduced by approximately 8% p.a. In order to eradicate the backlogs ,the ADM submitted Business Plans and has subsequently received DWAF /MIG approval for the following :																															
	1) Buffalo Flats phase one –R24 774 480 On the 19 October 2006 a planned scope of work was approved to eradicate 3844 households within the buffalo flats area .The water scheme reticulation network will supply water to standpipes located within 200 m of each household and will consist of the following area's : Annievale ,Alleen 1,Allen 2,Nelly Valley and Jessie . Population to be served :27048 Household to be served :3844 Costs per household: R6445.00. Status: Completed The following areas have been addressed																															
	<table><tr><th>Phase1 : Buffalo Flats</th><th>Number Households</th><th>WARD</th><th>Comments</th></tr><tr><td>Alleen 1 –Completed</td><td>583</td><td>7</td><td>Completed</td></tr><tr><td>Alleen 2-completed</td><td>592</td><td>7</td><td>Completed</td></tr><tr><td>Annieville-completed</td><td>1501</td><td>7</td><td>Completed</td></tr><tr><td>Jessie-completed</td><td>452</td><td>6</td><td>Completed</td></tr><tr><td>Nellie Valley-completed</td><td>716</td><td>7</td><td>Completed</td></tr><tr><td>Total</td><td>3 844</td><td>Households</td><td></td></tr></table>	Phase1 : Buffalo Flats	Number Households	WARD	Comments	Alleen 1 –Completed	583	7	Completed	Alleen 2-completed	592	7	Completed	Annieville-completed	1501	7	Completed	Jessie-completed	452	6	Completed	Nellie Valley-completed	716	7	Completed	Total	3 844	Households				
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Jessie-completed	452	6	Completed																													
Nellie Valley-completed	716	7	Completed																													
Total	3 844	Households																														
This project is for the water supply to the communities of Annieville, Alleen 2, Nelley Valley and Jessie with a population of approximately 27 000 people (3844 households). The project, when completed, will provided for approximately 277 communal standpipes within 200 meter walking distance.																																
2) Buffalo Flats phase 2 –R34 800 553 One the 15 October 2007 DWAF/MIG approved the provision of basic water services to residents in the buffalo flats area's : Blackbank, Thirst, Fairbreez, Uitkyk, and Rutland. Population to be served :26 950 Households to be served :3850 Costs per household :R9039.00 Status : Under construction This project will provide communal standpipes to approximately 36 000 people (5159 households) within 200 meter walking distance. Construction on the first section has commenced for the areas of Kielkeel, Thirst and Rutland North. Current status as at the End of February 2010 Tenders for 8 construction contracts have been awarded and construction is in progress , The project is 75% complete. The following areas are currently been addressed																																
<table><tr><th>Phase 2 : Buffalo Flats</th><th>Households</th><th>Ward</th><th>Comments</th></tr><tr><td>Blackbank</td><td>259</td><td>8</td><td>In construction</td></tr><tr><td>Thirst</td><td>931</td><td>6</td><td>In construction</td></tr><tr><td>Kielkeel</td><td>1207</td><td>7</td><td>In construction</td></tr><tr><td>Fairbreeze</td><td>568</td><td>9</td><td>In construction</td></tr><tr><td>Uitkyk</td><td>123</td><td>9</td><td>Completed</td></tr><tr><td>Rutland</td><td>762</td><td>6</td><td>In construction</td></tr><tr><td>backlog h'holds eradicated</td><td>3 850</td><td></td><td></td></tr></table>	Phase 2 : Buffalo Flats	Households	Ward	Comments	Blackbank	259	8	In construction	Thirst	931	6	In construction	Kielkeel	1207	7	In construction	Fairbreeze	568	9	In construction	Uitkyk	123	9	Completed	Rutland	762	6	In construction	backlog h'holds eradicated	3 850		
Phase 2 : Buffalo Flats	Households	Ward	Comments																													
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Uitkyk	123	9	Completed																													
Rutland	762	6	In construction																													
backlog h'holds eradicated	3 850																															
	3) Buffalo Flats phase 3-R83 517 981																															

⁴ The WSDP was approved in 2005 and is currently under review.

ADDRESSING THE BACKLOGS

On the 12 December 2007 DWAF approved a water scheme designed to provide a basic water service to the remainder of the Buffalo flats as per the WSDP.

Population to be served : 48 826
Household to be served :6975
Costs per household : R 11974
Status :Design and procurement stage/.

This project will complete the water supply for the Buffalo Flats area and provide communal standpipes to approximately 48 826 people (6975 households) within 200 meter walking distance.

Contracts for the first two sections have been awarded with construction to start in Feb 2010.

Current status as at end of February 2010

Due to MIG Cashflow constraints, construction of the first sections only started during the latter part of the 2009/10 financial year and progress will be limited by the amount of grant funding allocated to the District. Based on the current level of grant funding, the project will be completed by the end of 2013/14 financial year.

The following areas are planned to be addressed

Phase 3 : Buffalo Flats	HH	Wards	Comments
Goudine	404	1	Design / procurement
Verdriet	1070	1	Design / procurement
Stribank	360	1	Design / procurement
Perth 1	89	3	Design / procurement
Hilltop	343	3	Design / procurement
Mourne	152	3	Design / procurement
Steve Donald	269	3	Design / procurement
Mount Johanna 1	70	3	Design / procurement
Mount Johanna 2	281	3	Design / procurement
Kempshoek	97	3	Design / procurement
Ladybank	454	4	Design / procurement
Perth 2	257	4	Design / procurement
Dorset	153	4	Design / procurement
Curragh	264	4	Design / procurement
Devon	117	4	Design / procurement
Milford	183	4	Design / procurement
Chester	28	4	Design / procurement
Clones	237	4	Design / procurement
Cork	86	4	Design / procurement
Mairic / Uitkyk 2	60	4	Design / procurement
Mullingar	90	4	Design / procurement
Westport	27	4	Design / procurement
Emasimini / Wilts	63	4	Design / procurement
Anandale 2	147	5	Design / procurement
Rooiport	25	5	Design / procurement
Doornsluiten	232	5	Design / procurement
Diepsluiten	30	5	Design / procurement
Poona / Ennis	48	6	Design / procurement
Flint	266	6	Design / procurement
Blaaubank	91	6	Design / procurement
Moy	147	6	Design / procurement
Patricia (Peachhill)	321	6	Design / procurement
Greenock	141	8	Design / procurement
Bluff / Bariff	132	8	Design / procurement
Clifton	67	8	Design / procurement
Cupar	138	8	Design / procurement
Newport	36	8	Design / procurement
Planned backlog to be eradicated	6975		

ADDRESSING THE BACKLOGS

4) The Emadlangeni Bulk water project :R49 220 640

On the 11 September 2007 DWAF the provision for a bulk water project pipeline between Newcastle and Utrecht which will make use of excess capacity at the Ngagane Water works ,to provide long term infrastructure towards the Newcastle East ,including Madadeni ,Osiziweni and Amatungwa where significant settlement growth has occurred .The project will utilise the existing 18 km pipeline from buffalo river to Utrecht .

Joint Agreement : Newcastle Local Municipality /UThukela Water (WSP)

Population to be served : 76 003

Households to be served : 9826

Cost per household : R5009

Status :Construction phase one

Strategic & Planning issues.

- Pipeline to serve areas NE of Newcastle where settlements increased dramatically, semi rural and town to be supplied. Bulk pipelines from NCTW in line with feasibility to supply Emandlangeni in the longer term. WTW in Emandlangeni town reaching end of life, mining expanding, settlements increasing, schemes short of bulk water.
- Economic growth requirements: New mining rights requiring raw water, agric initiatives and application irrigation Licence via Gijima. This project frees up water in Buffalo River for this application.

Social criteria:

- Number of households & people to be uplifted to basic and higher service levels : 9826 households.
- Number of associated services benefiting (e.g. schools, clinics, communal facilities) :18 schools and 4 clinics excluding hostels, prisons in Utrecht.

Economic criteria:

- Number of businesses and industries to be served (by type and water use category), large number of small businesses, mining, agric, clothing & textile and abattoir, large shopping centre proposed.
- Preferential procurement will allow for SMMEs and BEEs depending on tenders. Water availability will allow for development of businesses in the area.

Technical criteria:

- Water available, will limit high cost of pumping, other waterworks and pumping not viable.
- Compliance to water conservation objectives: Water losses high in Mad & Ozis but addressed separately (Newcastle responsibility). WDCM plan supported by DWAF, Amajuba undertaking detailed WDCM plan.

The table below gives a summary of the population that would be served by the proposed new bulk supply pipeline. These estimates have been determined from examination and comparisons of aerial photography carried out in 2000, 2006 and 2007, as well as consideration of consumption record for settlements in the area.

Population & Demand Projections					
Settlement / Town	Households	Population	Population	Bulk Supply Design	
	2007	2007	2027	Water Demand	Water Demand
	No	No	No	2007 (kl/day)	2027 (kl/day)
Johnstown, Newcastle	1,500	10,500	42,000	263	2,520
Leslie, Newcastle	1,151	9,208	14,080	230	845
Jackalspan, Newcastle	2,261	18,088	25,600	452	1,536
Claremont, Newcastle	993	7,944	10,080	199	605
Witteklip, Newcastle	1,076	8,608	12,800	215	768
Dicks Halt, Newcastle	800	6,400	12,160	160	730
Majorisu, Newcastle	750	6,000	41,200	20	2,472
Soul City, Newcastle	300	2,400	10,500	110	630
Amatungwa, Utrecht	475	3,800	5,118	95	307
Berouw, Utrecht	250	2,000	2,700	50	162
Utrecht Housing (1000 new sites)	-	-	8,000	-	480
Utrecht Town	270	1,055	4,100	2,200	3,000
TOTAL	9,826	76,003	188,338	3,994	14,054

Current status as at the end of February 2010

This project is subdivided into 3 phases:

Phase 1: The tender closed on the 7 August 2009, Contractor commenced on the 16 November 2009

The contractor has completed site establishment, and has resumed with the actual construction.

Phase 2: Tender closed on the 11 December 2009, to be awarded in Feb 2010..

Phase 3: Design stage

ADDRESSING THE BACKLOGS																															
	5) Emadlangeni Feasibility : R600 000 Funding was approved by DWAE for feasibility and planning in respect of pipelines and reticulation, related to Emadlangeni Bulk in order to achieve MIG funds.																														
	Current status : FEB 2010 <ul style="list-style-type: none">• Emadlangeni Bulk /retic feasibility study: 89 % complete.• To be submitted to DWAE SAC during the month of March /April 2010 for approval.• Awaiting finalisation of farmer agreements and adoption by Council.• Number of Households planned to be served :Table 3																														
	Objective : <ul style="list-style-type: none">• To Eradicate Water backlog for Emadlangeni LM : estimated 4312 HH 's.• Assess feasibility of supplying portable water to the Emadlangeni local Municipality.• To establish the profile of the beneficiary• Show economic viability and cost estimate details in order to access MIG/DWAF funds.• To provide an adequate (survival) and potable water supply for the inhabitants within the Emadlangeni Municipality,• Institutional sustainability• To improve the health and hygiene situation in Emadlangeni especially in the disadvantaged communities,• An initial free basic water supply of 13l/p/d (within 200m of each household)• Community participation,• The promotion of improved sanitation, health and hygiene, and• An interim supply measure while more comprehensive water supply programmes are developed.																														
	Proposed Infrastructure <ul style="list-style-type: none">• <u>New Boreholes</u>: New boreholes will be drilled as last option; the first option will be to use what is already on the site.• <u>Re-instatement of boreholes</u>: All boreholes that either were not reinstated under previous programmes or which have failed either due to falling groundwater levels or as a result of increased usage through failure of alternative potable water resources will be re-instated.• <u>Spring Protection</u>: There is a substantial demand to protect springs throughout the region. The potential sensitivity of springs to react to drought conditions has resulted in only high priority, and sustainable springs being considered.• <u>Small Schemes</u>: Small schemes served by production boreholes or by pipelines from existing networks are often a more cost effective and efficient means of providing potable water. In appropriate circumstances and where a full Business Plan and development programme would delay the provision of potable water, a small low cost scheme will be designed and implemented.• <u>Dams/Rivers/Streams</u>: This will serve as bulk sources to housing layouts such as Kingsley Housing Project.																														
	<table><tr><th colspan="3">EMADLANGENI BULK RURAL WATER SCHEME</th></tr><tr><th colspan="3">DEMOGRAPHICS</th></tr><tr><th></th><th>POPULATION</th><th>NUMBER OF HOUSEHOLDS</th></tr><tr><td>1</td><td>7348</td><td>760</td></tr><tr><td>2</td><td>295</td><td>31</td></tr><tr><td>3</td><td>3355</td><td>370</td></tr><tr><td>4</td><td>7664</td><td>892</td></tr><tr><td>Amatungwa/Berow</td><td>5800</td><td>725</td></tr><tr><td>Housing Projects</td><td>12072</td><td>1509</td></tr><tr><td>TOTAL</td><td>36534</td><td>4287</td></tr></table>		EMADLANGENI BULK RURAL WATER SCHEME			DEMOGRAPHICS				POPULATION	NUMBER OF HOUSEHOLDS	1	7348	760	2	295	31	3	3355	370	4	7664	892	Amatungwa/Berow	5800	725	Housing Projects	12072	1509	TOTAL	36534
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	6) Institutional Support /Capacity Building –R784 000 DWAF approved funding for the Municipality to develop																														
NATIONAL TARGETS	DWAF's revised targets indicate that by 2014, all households in SA should have access to potable water.																														
BALANCE/ DIFFERENCE	In accordance with the MIG-MIS data (2008), 32.3% or 7 516 households in the WSA have below basic level of services. This equates to approximately 33 070 people based on an average household size of 4.4																														

ADDRESSING THE BACKLOGS	
PROJECTIONS	When considering the present level of funding available through the MIG programme as the only funding source, the complete eradication of the water services backlog in the WSA area of jurisdiction will be achievable by 2016 and does not account for possible customer growth in this timeframe. It can also be stated that in order to achieve the national target of eradicating the backlog by 2014, a funding cash flow of approximately R35 million per annum would be required.
REQUIRED FUNDING/ COMMENT	R308 million is required to address the Water backlogs by 2014.

iv) INDIGENT SUPPORT

The Amajuba District Municipality is currently using its equitable share funding to fund stand pipes and rudimentary water services. 50% of the Equitable Share is being used for free basic water which covers the rural areas of the DM as well as the urban areas of Dannhauser and Utrecht.

v) COMPARISONS WITH SIMILAR DM'S

The table below indicates the levels of services in the three comparable DM's.

TABLE 34: WATER PROVISION IN COMPARABLE DM'S

	DC25: Amajuba	DC30: Gert Sibande	DC31: Nkangala	DC42: Sedibeng
Piped water inside the dwelling	40938	115344	111952	179355
Piped water inside the yard	23952	82691	119977	42968
Water to RDP standard	64.2	80	75.9	92.16
Piped water from access point outside the yard	24043	29429	48086	12976
Borehole	7908	6460	15106	4111
Spring	676	1285	585	125
Dam/pool	433	1577	372	89
River/stream	1515	5517	782	79
Water vendor	189	1446	3945	456
Rain water tank	344	1520	1534	178
Other	1055	2247	3228	886
Total Households	101053	247516	305567	241223

(Source: STATSSA, 2007)

As can be seen from these figures, the ADM is placed fourth (64.2%) in terms of households receiving some form of piped water to their yards. The ADM figures are based on both the ADM and Newcastle's WSA's.

vii) WATER QUALITY

The programme is set up according to the SANS 241:2005 edition that stipulates the amount of samples that need to be taken per population served with potable water. Samples are taken from the following categories:

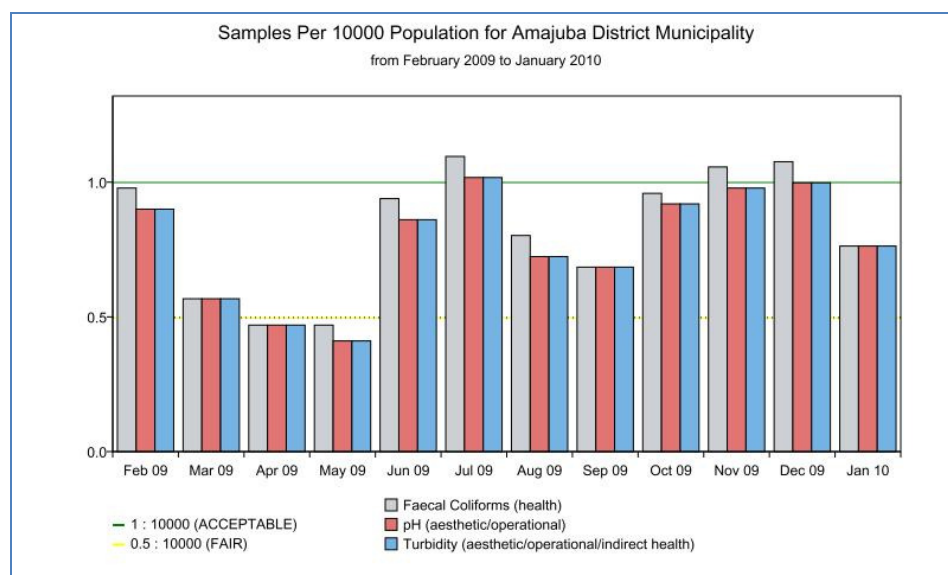
- Potable water;
- Boreholes;
- Wastewater;
- Raw water; and
- Industrial effluent.

Each water type compliance is measured against the set standard. The SANS 241:2005 *Drinking Water Specifications* is used as standard to assess potable water quality compliance. A site fails if a single physical or chemical constituent failed the *Specification*, or the allowable microbiological limits for compliance were exceeded. For compliance purposes and quality control, final potable water samples from the Water Purification Works are on a monthly basis sent to the National Health Laboratory Services (NHLS) in Durban for analysis. On a quarterly basis, WPP final water samples are sent to Umgeni Water for a full set of micro and chemical analyses.

All analysis results are entered on the Environmental Management Objective System, which flag non-conformities and from which reports and trends are detected and reacted on. All follow-up samples for non-conformities with reasons are also captured on the data base. Results are on a monthly basis submitted to DWAF's WQMS.

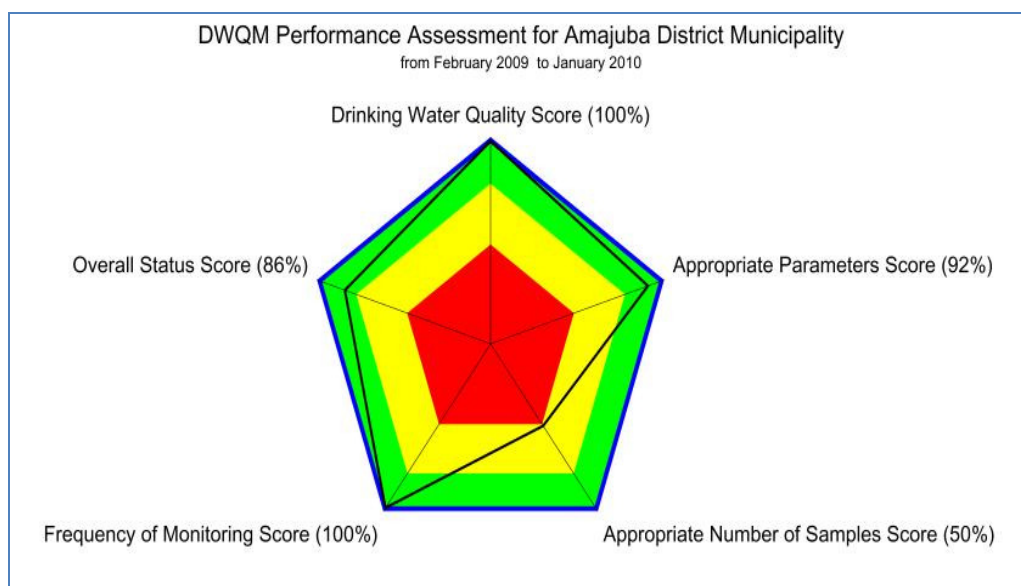
The following figure summarises the drinking water samples per population.

Figure 15: Drinking Samples per Population



The following figure summarises the drinking water quality score for the ADM.

Figure 16: Drinking Water Quality Score



2.8.4 SANITATION

i) STATUS QUO ANALYSIS

According to the STATSSA (2007), about 52% of the households in Amajuba DM area have flush toilets that are connected to a sewerage system of some type, an improvement of 7% on the 2001 Census figures, and an improvement of 16% on the figures from 1996. The 2007 figures also indicate only 3.6% of households in the ADM do not have any form of sanitation which is a 3.4% improvement on the 2001 figures.

There are, however, wide variations within the district.

- 24% of households in the eMadlangeni municipality do not have access to any form of toilet facilities which is a 20.6% improvement on the 2001 figures.
- 76.5% of households within the Dannhauser municipality are below the basic level of service (backlog).
- 76.7% of households within the eMadlangeni LM are below the basic level of service (backlog).
- Out of the three municipal areas, the highest level of service is found in Newcastle Municipality, where almost 97% of households have either flush or chemical toilets or pit latrines.

While the statistics reflect that a substantial proportion of the households in the ADM have adequate sanitation, it has, however, been noted from comments and needs analyses done within wards, that pit latrines are not ideal and many of them are full, thereby exacerbating the problems associated with poor sanitation.

TABLE 35: ACCESS TO SANITATION

Category	Newcastle	Emadlangeni	Dannhauser	Total
Flush toilet (connected to sewerage system)	46110	1769	2288	50167
Flush toilet (with septic tank)	915	193	212	1320
Dry toilet facility	7450	181	2729	10359
Pit toilet with ventilation (VIP)	9082	376	3685	13143
Pit toilet without ventilation	11429	1421	8835	21685
Chemical toilet	429	-	-	429
Bucket toilet system	310	-	-	310
None	2061	1269	308	3638
Total	77786	5208	18057	101051

(Source: STATSSA, 2007)

The Amajuba Internal Backlog Monitoring Database indicates that the following has emerged in terms of access to sanitation in the WSA:

TABLE 36: ACCESS TO SANITATION ACCORDING TO THE ADM'S INTERNAL MONITORING DATABASE (SEPTEMBER 2009)

Category	Newcastle	Emadlangeni	Dannhauser	Total
Flush toilet (connected to sewerage system)	46110	670	3353	50133
Flush toilet (with septic tank)	915	230	212	1357
Dry toilet facility	7450	0	0	7450
Pit toilet with ventilation (VIP)	9082	0	0	9082
Pit toilet without ventilation	11429	0	0	11429
Chemical toilet	429	0	0	429
Bucket toilet system	310	0	0	310
None	2061	4312	17235	23608
Total	77786	5212	20800	103798

ii) THE REVISED WATER SERVICES DEVELOPMENT PLAN (2005)

The process for the review is summarised above. In accordance with the Revised WSDP, in order to eradicate the Sanitation backlog by 2012, an allocation of R20 million is required per annum. The backlog in 2002 was estimated at 89% or 26 000 customers.

These figures have been revised as part of the ADM's Internal Monitoring Database which indicates that R119 million is required to eradicate the sanitation backlogs.

The WSDP notes that the majority of the sanitation projects which were completed in the FY2003 to FY2005 with the Amajuba MIG funding were situated in the Newcastle Municipality and therefore did not result in a reduction of the Amajuba WSA sanitation backlog.

iii) ADDRESSING THE BACKLOGS

TABLE 37: ADDRESSING SANITATION BACKLOGS

ADDRESSING THE BACKLOGS	
WSDP REVIEW 2005	The Revised WSDP estimates a total of 18667 households are below the basic levels of services (ie. No access to a VIP).
RATE PER ANNUMS (%)	<p>The WSDP notes that the majority of the sanitation projects which were completed in the FY2003 to FY2005 with the Amajuba MIG funding were situated in the Newcastle Municipality and therefore did not result in a reduction of the Amajuba WSA sanitation backlog.</p> <p>Current status Estimated Sanitation Backlog since 2005 : 21773 HH Total backlog eradication since 2005 Review : 3776 AMAJUBA WSA Estimated current backlog : 22 247 HH –increase</p> <p>1) NAAS Sanitation Project In December 2003 DWAF approved the NAAS Surrey sanitation project s. The project was approved for the implementation of 1003 VIP units. Project Costs :R4 219 621 Population to be served :8024 Households be served :1003 Original cost per household :R3000 @572 units VO approved: R4207 @431 units.</p> <p>PROJECT LOCATION The Naas/surrey area is comprised of the communities of Donker, Sprinkbok, Naas, Surrey, Spookmil and Kent. All are located in the Dannhauser Local Municipality. The Naas/Surrey Sanitation Project falls under the tribal authority areas of Ubuhleбомzinyathi under the traditional leadership of Inkosi Nkosi. The electoral wards are 8 and 9</p> <p>Due to limited project cashflow funding made available during the 2006/7 and 2007/8 financial years up to date, only 571 units were completed. However it must be noted that a further 71 units were completed during 2007/8 financial year.</p> <p>The balance of 361 Vip's was constructed by the DOH. Total backlog eradication : 642</p>

	<p>2). Inverness Sanitation project</p> <p>The Inverness Sanitation project was planned in 2003 for the provision of 3134 VIP units, to the residents of Inverness and Clare areas.</p> <p>To date 3134 VIP's have been constructed in the project and successfully completed in July 2009.</p> <p>Project Costs :R14 124 938 Previously approved budget R 7521 600 Population to served : 34 304 Households served : 3134 Cost per household: R4507.00.</p> <p>PROJECT LOCATION : The area is located between 30°11'20" longitude and 27°49'05" latitude. The Project area comprises of the communities of the Ward 9 and Ward 10 which are under the Dannhauser Local Municipality. The Inverness/Clare area falls under the Tribal Authority of Buhlebozinyathi. The electoral wards are subdivided into six (6) different villages being: Inverness; Grootgeluk; Birkenstock; Eastbourne; Mieliebult and Vlaklaagte.</p> <p>During the 2007 to 2009, The total numbers of additional households increased to 700 households; these houses have mushroomed in the area resulting with an increase in population of approximately 4520. The other reason for the influx of people in these settlements is because of the development that is taking place in these settlements like the RDP housing, other service delivery like Bulk water reticulation services been implemented within the area consequently attracting the settlement.</p> <p>The current backlog within the Inverness area are as follows :Source : Amajuba ,proposed Inverness VO</p> <p style="text-align: center;">Ward 12 Population/Households per Area Breakdown</p> <table><tr><th>Area Name</th><th>No of Households</th><th>Population</th><th>Estimated costs</th><th>Current Status</th></tr><tr><td>Inverness/Fairview</td><td>223</td><td>1338</td><td></td><td>Planning stage</td></tr><tr><td>Eastbourne</td><td>78</td><td>618</td><td></td><td>Planning stage</td></tr><tr><td>Grootgeluk</td><td>103</td><td>624</td><td></td><td>Planning stage</td></tr><tr><td>Birkenstock</td><td>135</td><td>1080</td><td></td><td>Planning stage</td></tr><tr><td>Milliebult</td><td>97</td><td>582</td><td></td><td>Planning stage</td></tr><tr><td>Vlaklaagte</td><td>64</td><td>278</td><td></td><td>Planning stage</td></tr><tr><td>Total Households</td><td>700</td><td>4520</td><td>R4,168,469.47</td><td></td></tr></table> <p>The approval of this funding to an amount of R 4 168 469.47 inclusive of VAT would be recommended to DWAE as it would enable the Amajuba District Municipality to implement the planned full scope of works and cover all the areas mentioned above without any contribution from the home owners. The approval of this funding will enhance the continuity and the momentum that has already been established in this area, and this will also make sure that the whole population of Ward 9 and Ward 10 is having an access to adequate sanitation facilities which will improve health and hygiene of the area.</p> <p style="text-align: right;">No. of VIPs completed to date : 3134 No. of VIPs under construction : 0 No. of VIPs still outstanding : 700</p>	Area Name	No of Households	Population	Estimated costs	Current Status	Inverness/Fairview	223	1338		Planning stage	Eastbourne	78	618		Planning stage	Grootgeluk	103	624		Planning stage	Birkenstock	135	1080		Planning stage	Milliebult	97	582		Planning stage	Vlaklaagte	64	278		Planning stage	Total Households	700	4520	R4,168,469.47	
Area Name	No of Households	Population	Estimated costs	Current Status																																					
Inverness/Fairview	223	1338		Planning stage																																					
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Vlaklaagte	64	278		Planning stage																																					
Total Households	700	4520	R4,168,469.47																																						
NATIONAL TARGETS	DWAF targets to get rid of backlogs by 2014. Eradication of bucket toilets by 2006.																																								

**BALANCE/
DIFFERENCE**

Action to Eradicate Backlogs :

The Implementation of the Buffalo Flats Sanitation project

On the 13 August 2009 DWAE approved the Buffalo Flats Sanitation project for the provisions of sanitation facilities top 17235 households within the jurisdiction of Amajuba District Municipality and Dannhauser Local Municipality area .A total of 10 Wards will be benefiting from this project .The implementation will extend over 5 years form 2010-2015,depending on the allocated MIG Cashflow .The percentage coverage if this sanitation project is 100 % e/as at August 2009..Vip's with full pit lining will be used .The total number approved is as follows :

1.Dannhauser Local Municipality:

Approved budget : R88 936 996

Estimated households to be served : 17235

Population to be served : 95 392

DWAF approval reference number : 05/2009-03-KZN

Status : Planning ,awaiting final approval

Amajuba DM Buffalo flats Sanitation project : Dannhauser LM		
Estimated Number Households	WARD	Comments
1598	1	Planning
310	2	Planning
1378	3	Planning
753	4	Planning
3859	5	Planning
2 254	6	Planning
2 236	7	Planning
992	8	Planning
1 910	9	Planning
1 945	10	Planning
TOTAL:	17235	

2. eMadlangeni Local Municipality:

Estimated households to be served : 4312

Population to be served : 23 716

Status : Planning Stage

Estimated costs as per DWAF Guideline: R 5160 per unit.

Proposed Backlog Eradication for the eMadlangeni LM

Amajuba DM :eMadlangeni Rural Sanitation Project		
Estimated Number Households	WARD	Comments
760	1	Planning
56	2	Planning
370	3	Planning
892	4	Planning
725	Amatungwa/Berouw	Planning
1 509	Planned housing	Planning
TOTAL:	4312	

The proposed Amajuba Household sanitation project will help to provide access to sanitation to **119 108 people** or **21 547** Households. The areas to be covered are in the poverty stricken areas where there is a high rate of unemployment. Large numbers of these people are also affected by HIV/ Aids and other sexually transmitted diseases which might be reduced through the provision of basic sanitation, potable water, health and hygiene education and awareness campaigns. These areas are within the Dannhauser and the eMadlangeni Municipal areas.

PROJECTIONS	At the current funding rate, it will take 16 years to eradicate the water and sanitation backlogs.
REQUIRED FUNDING/ COMMENT	Anticipated funding requirement of approximately R119 million required from 2010 to 2016. Tables 24 and 25 above cover existing and projected funding allocations.

iv) INDIGENT SUPPORT

There is currently no policy on indigent support with regards to sanitation provision. VIP toilets are, however, built by the DM for communities.

v) COMPARISONS WITH SIMILAR DM'S

The table below indicates the levels of services in the three comparable DM's.

TABLE 38: SANITATION IN COMPARABLE DM'S

	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Dry toilet facility	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Chemical toilet	Bucket toilet system	None	Total
Amajuba	49.6	1.3	10.3	13.0	21.5	0.4	0.3	3.6	100
Gert Sibande	61.1	2.8	1.6	7.9	19.7	0.2	0.6	6.1	100
Nkangala	42.5	2.4	5.7	4.3	40.5	0.4	0.8	3.5	100
Sedibeng	86.4	1.6	1.1	1.6	7.8	0.0	0.6	0.9	100

(Source: STATSSA, 2007)

The Sedibeng DM has the highest levels of flush toilets on the four DM's which is typical of its urban nature. The ADM is placed third with approximately 51% of households having flush toilets. The ADM has the highest levels of VIP's of the four DM's.

vi) WASTE WATER TREATMENT

The ADM is the WSA or the Dannhauser and eMadlangeni Municipalities.

The Dannhauser Municipal area has two functioning waste water treatment works; one in the town of Durnacol transferred from the de-commissioned mines, and one in the town of Dannhauser. The Durnacol waste water treatment works consists of a pasveer ditch, clarifier, digester, drying beds and reed beds which all require refurbishment. The Tweediedale waste water treatment works outside Dannhauser is treating domestic waste and consists of a Petro system as well as a 28 pond system. This works requires some refurbishment as well as additional components to meet the DWAF national standards for waste water quality discharges.

The eMadlangeni Municipality area has two waste water treatment works located outside the town of Utrecht. The Utrecht ponds were transferred from the LM to the DM and require refurbishment. The other small treatment works, named the Welgedacht works, was transferred from one of the de-commissioned coal mines in the area. This works comprises a rotating single orbital disc in a pasveer ditch, clarifier and drying beds and services a school and around twenty inhabited mine houses.

The capital funding requirements to refurbish the four waste water treatment works is approximately **R 7, 36 million** inclusive of allowance for 10 % contingencies and 14 % VAT.

The analyses of the waste treatment works indicates that:

- The Durnacol and Dannhauser works will have sufficient capacity to service the anticipated future growth in the area for the next 10 to 15 years.
- The Utrecht ponds will need capacity and treatment enhancement levels to cope with the waste and grey water that can be anticipated. A number of planned housing and Tourism projects are planned in the town of Utrecht in the short term and will need to be accommodated with respect to the waste water treatment at the Utrecht ponds. This works will need upgrading in terms of capacity within the next 5 years.

The ADM is also currently participating in DWAF's "blue drop, green drop" initiative. Blue and Green Drop status will provide the citizen's of the ADM with credible information on the confidence that DWAF, the Regulator, has in drinking water and waste water management within the various Water Services Authorities.

The following table summarises the costs associated with the refurbishment of several Waste Water Treatment Plants (WWTP) and ponds,

The following table summarises the cost breakdown associated with the refurbishment of the Waste Water Treatment Plants and ponds within the WSA.

TABLE 39: REBURBISHMENT COSTS

PLANT	COSTS (Rmill)
Welgedagt WWTP	1,25
Utrecht Ponds	1,55
Tweediedale WWTP	1,35
Durnacol WWTP	5,435
TOTAL	9,585

(Source: Amajuba Internal Database, 2010)

2.8.5 ENERGY FOR LIGHTING

(i) STATUS QUO

The 2007 STATSSA Neighbourhood Survey information indicates that 79.4% of households in the ADM make use of electricity for lighting. These figures indicate that approximately 10 000 more households are receiving electricity in 2007 than were receiving electricity in 2001.

There are, however, differences across the ADM:

- 41% of households in the eMadlangeni municipality make use of electricity, while 53% make use of candles for lighting;
- 82% of households in the Dannhauser municipality make use of electricity, while 16% make use of candles for lighting; and
- 81% of households in the Newcastle municipality make use of electricity, while 15% make use of candles for lighting;

TABLE 40: ACCESS TO ELECTRICITY FOR LIGHTING

	Electricity	Gas	Paraffin	Candles	Solar	Other
2007	80236	152	3104	16988	81	490
2001	70084	570	1090	24466	54	308
1996	53737	310	1566	18166	-	7

(Source: STATSSA, 2007)

In terms of the electrification achievements for the district during the period 2002 to 2005, 14 200 grid electrification occurred. This indicates that:

- The electrification backlog was reduced 58% from 24411 to 10 211 households.
- 1 800 household connections per annum per LM, including Utrecht which has a very small backlog, was achieved.
- The ADM exceeds the provincial achievements per LM of 560 connections by more than three times.
- The ADM is not a nodal municipality and receives no preferential treatment. This makes the achievement for the DM more significant.

(ii) THE ELECTRICITY SUPPLY DEVELOPMENT PLAN

The Amajuba District Municipality is in the process of completing its Electricity Supply Development Plan (ESDP). The purpose of the ESDP is to formulate a rational basis for extending grid and non-grid electricity service supply to the population of the Amajuba District Municipality within as short a time as possible, within the national as well as provincial electrification guidelines and budget available.

In terms of the ESDP, the following regarding the future of the electrification process was identified:

- The electrification process is in a state of change and the past two years were a very uncertain period

with a number of policy and responsibility changes that resulted in service delivery suffering. In Amajuba only 350 new consumers received electricity supply in 2005/2006 financial year.

- The ESKOM budget allocation was reduced from 30 000 to 12000 household connections for KZN in 2005/6. This reduction resulted in only projects that were already committed being implemented with no new projects.
- The reason for this cut was due to the anticipated change over of the electrification responsibility from DME to DPLG. From the 2006/7 financial year, electrification and bulk infrastructure creation funding would form part of the MIG programme.
- In December 2005 the Cabinet however decide to postpone this decision until the REDS are operational and DME retained the electrification responsibility.
- Municipalities with own supply licenses and the capacity to do electrification as well as ESKOM receives funding from DME to do electrification projects.
- Due to the uncertainty about funding allocations, projects will be prioritised by priority only and not by date. As such, as funding becomes available, the next priority per municipality will be the next project done.
- President Mbeki indicated in his state of the nation address that he would like all South Africans to have access to electricity by 2012.
- ESKOM and DME is currently preparing a Universal Access Plan (UAP) for the universal supply of electricity to all South Africans in as short a time as possible. The ESDP of Amajuba will be integrated with this plan. The ESDP will inform the IDP and the ESDP in turn will be coordinated with the UAP. The IDP priority list of projects will be implemented by ESKOM and Municipalities with own licenses.

In terms of the Regional Electricity Distributors (RED), the ADM falls within the *RED 5 Eastern* area. Much debate has been going on about the form, structure and boundaries of the REDS. At the end of October 2006 Cabinet decided that the 6 REDS will remain and that they will be public entities. Once the RED is in place, then the electrification funding will go to the District and/ or LM to facilitate electrification with the RED.

It must be noted that the backlog figures from the ESDP are based on the 2006 ESKOM Help Data settlement data figures released in September 2006. This data was prepared using the most recent aerial photographs but in some cases the aerial photos can date back to 2001. The 2001 Census data for the *Sub-Place Name Polygons* have been used to ring-fence boundaries of settlements. It is therefore believed that the settlement data used is the most recent data available and the backlog figures are thus realistic. A 10% increase between household and consumer numbers have been allowed for to compensate for possible short term population growth.

(iii) ADDRESSING THE BACKLOGS

The ESDP has identified a grid backlog of 9739 connections and 472 non-grid connections within the

DM. The increase from the previous number of 8771 is mainly due to the addition of farm worker housing outside of the rural areas. The farm worker housing was divided into grid and non-grid electrification in accordance with the availability of grid in the areas.

TABLE 41: ADDRESSING ELECTRIFICATION BACKLOGS

ADDRESSING THE BACKLOGS	
BASELINE 2005	<p>BACKLOG STUDY (2005): 33.9% of households (32 845) have below basic levels of services.</p> <p>ESDP:</p> <ul style="list-style-type: none"> ▪ Dannhauser: 2823 households ▪ Newcastle: 4597 households ▪ Utrecht: 2791 households <p>The above numbers now include farm labourer housing that was previously not included.</p>
RATE PER ANNUMS (%)	It is difficult to project a rate per annum for addressing the electricity backlogs. At present, only the projects what were in the planning phase in 2005/2006 are being implemented. DME however expect acceleration in the electrification process to meet the 2012 deadline but no details are available at present..
NATIONAL TARGETS	According to the State President's speech, all households to be electrified by 2012. DME target to remove backlogs by 12 with remote areas not fully serviced.
BALANCE/ DIFFERENCE	It is estimated that R62 million is required to address the current backlogs.
PROJECTIONS	With the current funding allocations, this will take in the region of 9 to 10 years to address the current backlogs.
REQUIRED FUNDING/ COMMENT	R 7,8 million was allocated by DME via ESKOM to do two projects in the 2005/2006 financial year (Greenock and Madadeni K), approximately R62 million is required to address the current backlog.

The project list below provides a list of electrification project coordinated with the DME/ESKOM list, to address the rural back log. A number of the connections in the projects have been adjusted to allow for additional connections that will be created by housing development in the area before electrification will take place. A number of housing development projects have also been included where the project is done by the local municipality but are situated in the ESKOM area of supply.

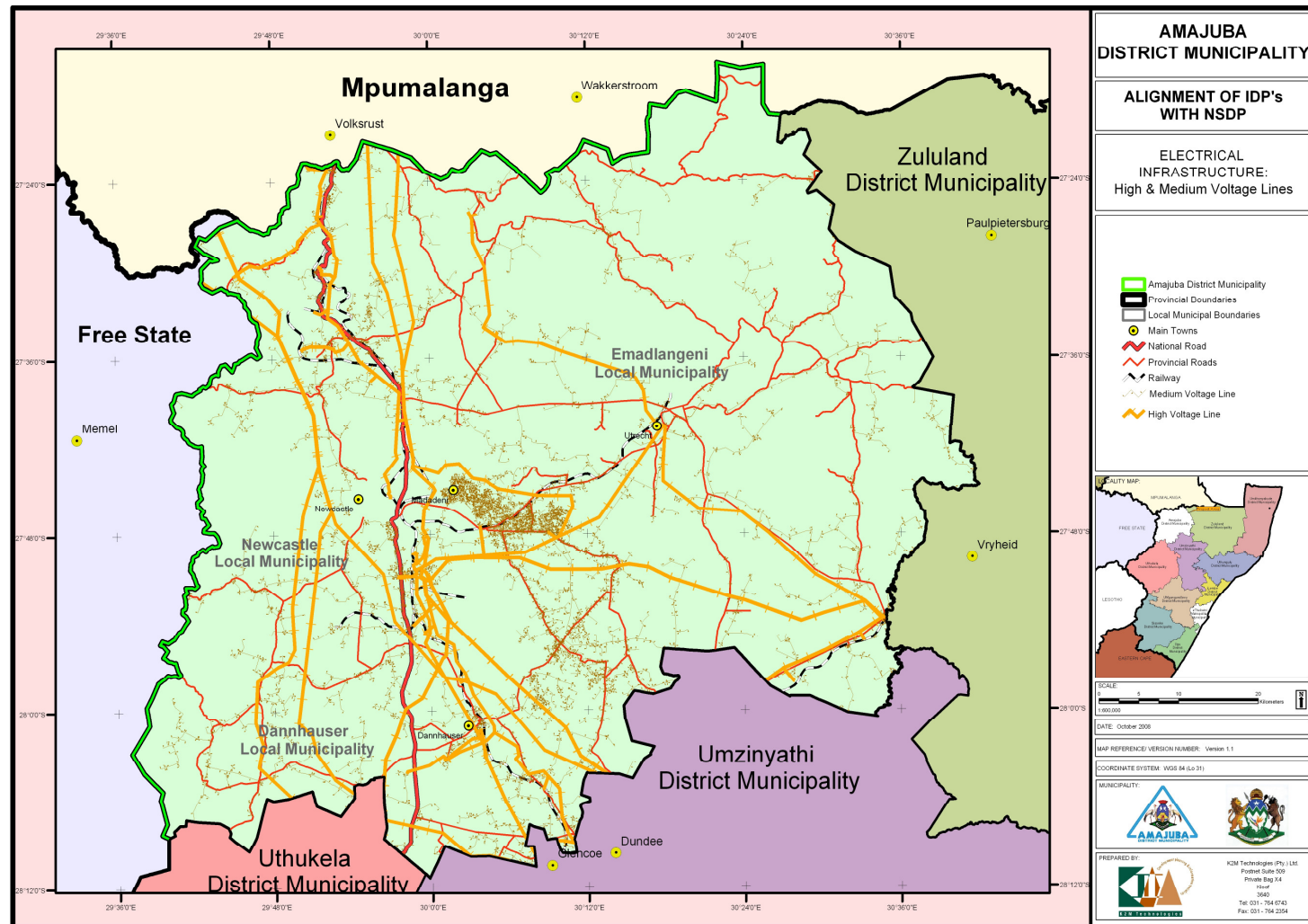


TABLE 42: ELECTRIFICATION PRIORITY BACK LOG PROJECT LIST

Project Name	Project Priority	Connections
Newcastle Local Municipality (KZ252)		
MADADENI K 1400 CON: PRIORITY 1	1	1400
MADADENI D 193 CON: PRIORITY 2	2	193
OSIZWENI D & E 911 CON: PRIORITY 3	3	911
CHARLESTOWN 300 CON: PRIORITY 4	4	300
TUAM FARM 300 CON: PRIORITY 5	5	300
DRYCUT 406 CON: PRIORITY 6	6	406
JAKKALSPAN 608 CON: PRIORITY 7	7	608
BOSWORTH 310 CON: PRIORITY 8	8	310
DICKS EXTENSION 120 CON: PRIORITY 10	10	120
INGOGO LAND REFORM 1000 CON: PRIORITY 11	11	1000
AMAJUBA FOREST 100 CON: PRIORITY 12	12	100
OSIZWENI WARD D INFILLS 120 CON		120
Total Rural Backlog for Newcastle LM		5768
eMadlangeni Local Municipality (KZ253)		
IZIMBUTHU 403 CON: PRIORITY 1	1	205
EMXHAKENI/VAALBANK 700 CON: PRIORITY 2	2	700
INKULULEKU 75 CON: PRIORITY 3	3	75
KINGSLEY LAND REFORM 750 CON: PRIORITY 4	4	750
NZIMA LAND REFORM 25 CON: PRIORITY 5	5	25
NZIMANE 25 CON: PRIORITY 5	5	25
WIT-MFOLIZI 145 CON: PRIORITY 5	5	145
THABALALA LAND REFORM 120 CON: PRIORITY 6	6	120
Total Rural Backlog for eMadlangeni LM		2045
Dannhauser Local Municipality (KZ254)		
GREENOCK 900 CON: PRIORITY 1	1	900
ALCOCKSPRUIT 476 CON: PRIORITY 2	2	476
MFAHLAWANE 165 CON: PRIORITY 2	2	165
SPRINGBOK 120 CON: PRIORITY 2	2	120
COOPER 175 CON: PRIORITY 3	3	175
NELLIE 355 CON: PRIORITY 3	3	355
PEACH HILL 650 CON: PRIORITY 3	3	650
FAIRBREEZE 55 CON: PRIORITY 4	4	55
UITKYK 275 CON: PRIORITY 4	4	275
BRAKWATER 100 CON: PRIORITY 5	5	100
DOORNKOP 125 CON: PRIORITY 5	5	125
ANNANDALE EXT 100 CON: PRIORITY 6	6	100
STRIJBANK 50 CON: PRIORITY 7	7	50
FAIRVIEW 308 CON: PRIORITY 8	8	308
Total Rural Backlog for Dannhauser LM		3854

(iv) INDIGENT SUPPORT

According to the ESDP, the Minister of Minerals and Energy submitted a memorandum to Cabinet in January 2001 with the following recommendations:

- Basic supply be made available to all households.
- The allocation be set at 50 kWh per household per month.
- Costs be funded from the Equitable Share allocation to Local Municipalities.
- The process must be planned with the relevant stakeholders including local government and ESKOM.

There have been problems with the implementation of this as the ESKOM consumer database is not accurate or complete and a detailed survey is required. As it stands, municipalities are required to provide ESKOM with a list of consumers to be provided with electricity, and municipalities are then required to pay ESKOM for the consumption of these households from their Equitable Share on a proven cost basis only.

THE ROLE OF THE ADM IN ELECTRICITY PROVISION

It must be noted that the DM does not have a direct responsibility with regards to the provision of Free Basic Electricity and as such does not receive any Equitable Share allocations for this purpose. The supply of *Free Basic Electricity* is the function of the LM's. The DM does, however, play an advisory and planning role through the ESDP as electrical planning is best undertaken at a DM level. It is also noted that the ESDP must be updated every two years to keep it up-to-date and relevant.

(v) COMPARISONS WITH SIMILAR DM'S

The proportion of households with access to electricity for lighting purposes in the ADM improved from 72.4% in 2001 to 79.4% in 2007. This latter figure was the second highest in the province after the uMgungundlovu District Municipality. The proportion of households with access to electricity for lighting in the ADM is very similar to the figures for Gert Sibande and the Nkangala districts (79% and 81% respectively) but lower than the 92% of households in the Sedibeng District Municipality.

2.8.6 REFUSE REMOVAL

i) STATUS QUO

In 2001, 44% of households in the DM had no access to solid waste removal. Of the three LM's, the largest portion of the backlog of 90% occurred in the Dannhauser Municipality. In terms of the 2007 figures, this has improved to a mere 6% of the ADM's households having no access to solid waste removal. Overall approximately **60%** of households have access to refuse removed by the local authority (STATSSA, 2007).

While 90% of households in the district receive a weekly (or other) refuse removal service from the municipality, there are spatial disparities in the provision of services:

- Only 12% of households in Dannhauser receive municipal waste removal, while 72% make use of their own refuse dump. 13% of households in the municipality do not have any form of waste disposal;
- In the eMadlangeni municipality only 34% of households have municipal refuse removal, while 47% make use of their own dumps. 17% of households do not have any form of waste disposal.
- Only 73% of households in the Newcastle municipality receive municipal waste removal, while 18% make use of their own refuse dump. A mere 4% of households in the municipality do not have any form of waste disposal;

TABLE 43: ACCESS TO REFUSE REMOVAL

	Municipality Weekly	Municipality Other	Communal Dump	Own Dump	No Disposal
2007	60358	729	4288	29533	6133
2001	53671	697	788	34760	6754
1996	42384	1436	968	25163	3375

ii) SOLID WASTE PLAN

A detailed analysis of the refuse collection and waste management in general in the district is contained in the Integrated Waste Management Plan compiled by Amajuba District Municipality, dated 2003. The plan is currently under review and will be incorporated into the final IDP Review document by June 2010.

NOTE:

The Integrated Waste Management Plan is currently under review and is scheduled to be finalised by the end of May 2010. The plan will include an assessment of the environmental impacts of the various waste management options. Re-cycling options will also be explored with links to LED opportunities.

The Solid Waste Plan (2003) recommended that the most viable refuse collection option was for the *status quo* to remain whereby there is no regional disposal site and that the LM's collect refuse in their municipal area. This approach is currently under review.

iii) ADDRESSING THE BACKLOGS

Issues relating to backlogs are currently being dealt with under the IWMP review.

TABLE 44: ADDRESSING SOLID WASTE BACKLOGS

ADDRESSING THE BACKLOGS	
2007 NEIGHBOURHOOD STUDY (STATSSA, 2007)	40% of households are below the basic levels of services.
RATE PER ANNUMS (%)	Local Municipalities providing waste collection services to communities.
NATIONAL TARGETS	Solid waste basic service by 2013.
BALANCE/ DIFFERENCE	Reviewed IWMP to determine and be aligned with the IDP.
PROJECTIONS	To be determined.
REQUIRED FUNDING/ COMMENT	To be determined.

iv) INDIGENT SUPPORT

Nothing is currently provided in this regards.

v) COMPARISONS WITH SIMILAR DM'S

The ADM has the largest proportion of population receiving a formal refuse removal service of all District Municipalities in KZN (in excess of 60% of households). With the exception of the uMgungundlovu District Municipality, this figure is substantially higher than the comparative figures of the other Districts which ranges between 9% and 27% of households receiving a formal refuse removal service.

The figure for the ADM is similar to that of Gert Sibande (59.7%) but higher than the 42% in the Nkangala District. It is, however, significantly lower than the 84% of households receiving a formal refuse removal service in Sedibeng District Municipality.

2.8.7 ROADS

(i) STATUS QUO

In terms of the definition of backlogs, the DOT has defined a backlog as any road with a "poor" or worse condition. As can be seen from this table, in terms of the approximately 412 km of surfaced roads assessed in 2003, 25% of the roads have poor or very poor surfacing, and 30% of surfaced roads have a poor structure.

In terms of the 774 km of gravel road assessed in 2004, 2% have poor to very poor gravel thickness, and 1% have a poor overall condition. It must, however, be noted that only 77% of the roads in the DM were assessed as part of this study by the DOT.

It must be noted that local roads were excluded from this study. The local roads will be covered as part of a project to be launched early next year.

TABLE 45: AMAJUBA PAVEMENT MANAGEMENT SYSTEM

Local Municipality	Surfaced Roads (km)		Unsurfaced Roads (km)		Total Length (km)
	Length	(%)	Length	(%)	
Newcastle (KZ252)	162,7	44,4%	203,9	55,6%	366,6
Utrecht (KZ253)	115,2	16,3%	592,9	83,7%	708,1
Dannhauser (KZ254)	240,5	46,5%	277,2	53,5%	517,7
Amajuba	518,4	32,6%	1 074,0	67,4%	1 592,4

(Source: PTP, 2008)

The Amajuba Comprehensive Infrastructure Plan (2009) identifies lengths of roads and associated costs within the LM's for road provision. These are summarised in the table below.

TABLE 46: ROAD REQUIREMENTS

MUNICIPALITY	LENGTH (KM)	BUDGET (Rmill)
DANNHAUSER	260	114,2
EMADLANGENI	210	84
NEWCASTLE	732	149,6
TOTAL	1202	347,8

(Source: ADM CIP, 2009)

(ii) SECTOR PLANS

DEPARTMENT OF TRANSPORT SECTOR PLAN

The Department of Transport has prepared a 5 Year Infrastructure Plan 2005/6 to 2010/11 which was submitted to the Provincial Treasury in August 2005 and which is still the document utilised for implementation planning. This plan provides an overview of the challenges facing the DOT as well as the proposed solutions.

In terms of the provision of new roads and the maintenance of existing roads, the Department of Transport will maintain and develop "P", "D" and "L" roads. Local Access roads are maintained by the local municipalities.

PUBLIC TRANSPORT PLAN

The ADM has reviewed its PTP during the 2008/9 financial year and identified and costed associated projects. The lists of projects identified are included in Section K.3 of the IDP.

(iii) ADDRESSING THE BACKLOGS

It is noted from the aforementioned report that the Department is under funded by over R1 billion per annum if the Department is to try to address the backlogs in the

provision of an equitable road network as well as the maintenance of the existing network within the province in the next 10 years. It is also noted that at the current funding rate, the department will only achieve its target in approximately 20 years. It is noted that this is not just for road infrastructure but also includes preliminary estimates of needs for public transport infrastructure. The Public Transport Plan (PTP) that has been reviewed by the ADM compliments this and provides more accurate estimates of the needs on the public transport infrastructure.

Roads have also been identified in the IDP for “urgent attention” which are captured in the table below. A map is also included in the SDF in this regards.

TABLE 47: ROADS REQUIRING IMMEDIATE ATTENTION

ROAD NAME	APPROX LENGTH	DESCRIPTION
D96	29 km	The D96 has been identified as part of the Mountain Meander and is the structuring element along which a number of large scale tourist attractions and residential estates are developing. It also services the Dunblaine node identified in the Amajuba Mountainous Areas Study. It is envisaged that this corridor will develop along the lines of the Midlands Meander with tourism, arts and crafts, fly fishing and top class tourism accommodation occurring along this route.
Utrecht-Groenvlei-Wakkerstroom Road	48 km	This road provides the primary access route for residents residing in the mountainous areas in the rural hinterland of the eMahlangueni municipality. The tarring of this road would have primarily two positive impacts, namely: <ul style="list-style-type: none"> ▪ Allowing better access for rural and land reform communities to the urban areas of Utrecht as well as to social service dispensed in the town; and ▪ Open up the mountainous areas to tourists travelling from Gauteng and Wakkerstroom.
MR483	19 km	According to the PTP and DOT statistics, the MR483 carries the highest traffic volumes. If the LED projects planned in the IDP and LED plans are to materialise along this corridor, major upgrades and widening of this road are required.
R34 Newcastle to Memel	32 km	This road forms the primary linkage between Richards Bay and Newcastle, and Gauteng and the Free State. The road is carrying heavier volumes of traffic and coal trucks which is resulting in bad rutting, potholes and poor driving conditions.

(iv) INDIGENT SUPPORT

Not applicable.

(v) COMPARISONS WITH SIMILAR DM'S

Apart from pedestrians, the main mode of transport within the ADM is by mini bus taxis (10.9% of population) and by bus (7.3%). These figures also imply that the percentage of the population using public transport in the form of mini bus taxis or buses in the ADM rates amongst the highest of the districts within the province.

The use of public transport in the ADM is very similar to that of the Gert Sibande DM but significantly lower than the case of the Sedibeng and the Nkangala DM's.

As can be expected with the high population densities and levels of urbanization in Newcastle, the percentage of population utilizing public transport in the form of mini bus taxis and buses is in excess of 20% compared to 12.3% in Dannhauser and 5.1% in eMadlangeni. The use of private vehicles in Newcastle is also notably higher compared to the other two local municipalities.

2.8.8 TELECOMMUNICATIONS AND INTERNET ACCESS

(i) STATUS QUO

The highest proportion of households with access to **telephones** in the district is located in the Newcastle municipality with a figure of 17%. Conversely, only 3% of households in the Dannhauser municipality have access to fixed line telephones.

Within the ADM and at a local municipality level, the proportion of households with access to **cell phones** are very similar ranging from 74% of households in Newcastle and eMadlangeni to a surprisingly high figure of 76.5% in Dannhauser.

In terms of the **internet**, the Newcastle urban area is well served by several broadband technologies, including ADSL, 3G/HSDPA, Wireless ISP's and soon Neotel. However, both the Dannhauser and eMadlangeni areas currently have no ADSL and only poor 3G/HSDPA coverage. In these areas, people have to use dial-up or expensive leased lines and in some rural areas, such as KwaMdakane, dial-up and leased lines are not even available, with Telkom having no intention of rolling out these services.

At a local municipality level the percentage of households with access to internet ranges from a low of 1.6% in Dannhauser to a high of 3.3% in Newcastle. The Newcastle area has the highest proportion of households with access to computers with a figure of 11.1%. The comparative figures for eMadlangeni and Dannhauser are significantly lower at 8.3% and 2.2% respectively.

Internet access at schools is critical to roll-out improved educational programmes and training of both staff and children. The following table summarises access of schools in broadband coverage areas.

TABLE 48: BROADBAND COVERAGE FOR SCHOOLS

No Of Schools	No Of Schools in Broadband Coverage Area	No of Schools Outside Broadband Coverage Area	Gap
248	39	209	84%

(Source: DED, 2010)

Access to broadband at hospitals and clinics is also critical. The following table summarises access to broadband in clinics in the ADM. It must be noted that there is 100% coverage for broadband within the three hospitals in the ADM.

TABLE 49: BROADBAND COVERAGE AT CLINICS AND HOSPITALS

	No Of Clinics	No Of Clinics in Broadband Coverage Area	No of Clinics Outside Broadband Coverage Area	Gap
AMAJUBA DISTRICT	39	13	26	67%
NEWCASTLE MUNICIPALITY	24	11	13	54%
eMADLANGENI	4	2	2	50%
DANHAUSER	11	0	11	100%

(ii) SECTOR PLANS

The DM and LM's are not required to prepare a Telecommunication or Internet Sector Plan.

(iii) ADDRESSING THE BACKLOGS

For **telecommunications**, Telkom and the Cellular Phone companies are responsible for the preparation of plans for implementation which are largely based on demand.

To address the problems of poor **internet** accessibility in the ADM, the ADM is planning to construct a high bandwidth wireless network to carry internet service to areas not currently covered by other broadband services. The initial purpose of this network will be to link the Amajuba, eMadlangeni and Dannhauser Municipalities to the Internet at a lower cost as well as to set up a Wide Area Network (WAN) between the municipalities. As a secondary benefit from this project, the ADM will be able to improve broadband penetration into rural areas with proposed projects such as Internet Kiosks at

libraries and community halls and wireless ISP's.

(iv) INDIGENT SUPPORT

There is no form of indigent support with regards to telecommunications.

The ADM does make redundant computers available to the Department of Education for allocation to schools in the ADM.

(v) COMPARISONS WITH SIMILAR DM'S

At a provincial level, the percentage of households with access to **telephones** (fixed line phones) is low ranging between 2.3% in uMkhanyakude to 23.5% in uMgungundlovu. On the other hand, the ADM has the second highest percentage of households with access to telephones in the province with a total of 14.3% of households. This figure is higher than the comparative district municipalities of Nkangala and Gert Sibande and only marginally lower than that of the Sedibeng DM.

Unlike the situation with access to fixed line phones, a significant proportion of households in all district municipalities across the province have access to **cell phones**. This ranges from 61.3% of households in the Sisonke DM to a high of 75% in ADM. Although the ADM has the highest proportion of households with access to cell phones amongst the district municipalities in KZN these figures are similar to that of the Sedibeng and Gert Sibande DM's and somewhat less than the 81.6% in the Nkangala DM.

The percentage of households with access to **internet** in the district municipalities within KZN is generally very low, ranging between 0.9% in uMkhanyakude to 7.3% in uMgungundlovu. The comparative figure for the ADM is 3% and this implies that a very limited proportion of the population has internet connectivity within the district. The percentage of households with access to internet in the ADM is also notably lower in comparison to other similar district municipalities outside KZN (e.g. 4.9% in Gert Sibande and 5.5% in Sedibeng).

2.8.9 HEALTHCARE FACILITIES

(i) STATUS QUO

The following table summarises the basic healthcare infrastructure in the DM per municipality:

TABLE 50: BASIC INFRASTRUCTURE SERVICES IN THE DISTRICT FACILITY NETWORK BY MUNICIPALITY 2009/10

Municipality	Facility Type	No.	% with Electricity	% with Piped Water Supply	% with Fixed Line Telephones
Dannhauser	District Hospital	Nil			
	Clinics	9	100%	100%	100%
Newcastle	District Hospital	2	100%	100%	100%
	Clinics	14	100%	100%	100%
eMadlangeni	District Hospital	1	100%	100%	100%
	Clinics	2	100%	100%	100%
District Total	District Hospital	3	100%	100%	100%
	Clinics	25	100%	100%	100%

(Source: Department of Health, 2010)

In terms of challenges identified by the Department of Health the following is noted:

- There is currently 100% compliance with the provision of sanitation, water, electricity and telephones;
- There is a need to involve clinic committees and community leaders to address the vandalising of telephone poles;
- Telephone systems are not always functional at Greenock, Thembalihle and Ladybank Provincial Clinics as communities in these areas regularly cut off telephone poles; and
- There is no Community Health Centre (CHC) in the district.

(ii) SECTOR PLANS

The Department of Health within the Amajuba District Municipality has prepared a District Health Plan for the 2010/11 financial year.

The Department of Health's Vision is to "provide the best, comprehensive, accessible, integrated, sustainable, cost effective and equitable quality service to the people of the Amajuba district". In order to achieve this vision, their mission is to "provide a sustainable, integrated and comprehensive health service at all levels; based on the Primary Health Care approach through the District Health System so as to increase the capacity of individuals to accept responsibility for their own health."

(iii) ADDRESSING THE BACKLOGS

The Department of Health has managed to address all of its backlogs for water, sanitation, electricity and telephones for all

of its health facilities. The following table summarises these facts:

TABLE 51: PUBLIC HEALTHCARE FACILITIES OVERVIEW

Sub-District	% of Clinics, CHC's & District Hospitals with:											
	Piped water (target 100%)			Adequate sanitation (target 100%)			Working telephones (target 100%)			Electricity (target 100%)		
	2008/09	2009/10	2010/11	2008/09	2009/10	2010/11	2008/09	2009/10	2010/11	2008/09	2009/10	2010/11
Sub-district (A) Newcastle	100% (14/14)	100% (14/14)	100% 14/14	100% 14/14	100% 14/14	100% 14/14	100% 14/14	100% 14/14	100% 14/14	100% 14/14	100% 14/14	100% 14/14
Sub-district (B) Dannhauser	8/8 100%	9/9 100%	10/10 100%	8/8 100%	9/9 100%	10/10 100%	7/8 96%	9/9 100%	10/10 100%	8/8 100%	9/9 100%	10/10 100%
Sub-district (C) Emadlangeni	1/1 100%	100% 2/2	100% 2/2	1/1 100%	2/2 100%	2/2 100%	1/1 100%	2/2 100%	2/2 100%	1/1 100%	2/2 100%	2/2 100%
1District Average	23/23 100%	25/25 100%	26/26 100%	23/23 100%	24/25 96%	26/26 100%	22/23 96%	25/25 100%	26/26 100%	23/23 100%	25/25 100%	26/26 100%
<p><i>This table shows the basic infrastructural deficits in facilities in the district and should form the basis for an infrastructural development plan.</i></p> <p>Narrative:</p> <ul style="list-style-type: none"> – Clinics are at times without telephone line because of the theft of telkom cables. – Poor telkom network. <p>Strategies and Activities to achieve targets</p> <ul style="list-style-type: none"> – Communication radio has been installed in some clinics however they give problems (not functioning at times). – Cell phones purchased by the mother hospital for prioritized clinics. – The district chief works inspector will do an audit, servicing and also ensure availability of radios. 												

TABLE 52: ADDRESSING HEALTHCARE BACKLOGS

ADDRESSING THE BACKLOGS	
DEPARTMENT OF HEALTH STATISTICS (2008)	100% of clinics have piped water and adequate sanitation.
NATIONAL TARGETS	DWAF targets that all clinics have safe water supply and sanitation services by 2007.
BALANCE/ DIFFERENCE	0 clinics require more reliable water supply. 0 clinics require sanitation.
PROJECTIONS	To be determined.
REQUIRED FUNDING/ COMMENT	Water: R0.00 Sanitation: R0.00

(iv) INDIGENT SUPPORT

Not applicable.

2.8.10 EDUCATION FACILITIES

(i) STATUS QUO

There are currently 265 schools at both a primary (175) and secondary (57) level in the DM, 257 of these schools being government run (including three schools to be registered and one to be confirmed). Varying levels of water and sanitation provision occur at these schools.

Previously, the Department of Education provided for the clearing of conservancy tanks when they were full, as well as providing water tankers for schools that were without water provision. These functions, however, have been taken away to the water services authority and their water services provider. Several problems have been experienced in this regards with full conservancy tanks not being drained, as well as regular problems with water connections. In order to circumvent these problems, the Department of Education has been forced to procure external service providers at their own cost. This has made the provision of these services more expensive than in the past.

According to the *Static Information Statistics* obtained from the Department of Education, the following backlogs exist in terms of water and sanitation:

TABLE 53: WATER AND SANITATION BACKLOGS AT SCHOOLS

MUNICIPALITY	SCHOOL NAME	BACKLOGS	
		WATER	SANITATION
Newcastle	Intuku Primary	Yes	
	Qhawelesizwe Primary	Yes	
Dannhauser	Umzila Primary	Yes	Yes
	eManzimnyama	Yes	
Utrecht	Esidakeni	Yes	Yes

(ii) SECTOR PLANS

The Department of Education has prepared an *Infrastructure Needs Planning Model for Upgrades and Additions* which was prepared in 2005. This plan is being utilised to eliminate backlogs.

(iii) ADDRESSING THE BACKLOGS

Progress is being made in addressing the backlogs when comparing the figures quoted in previous year's IDP's with those in this IDP document.

TABLE 54: ADDRESSING THE WATER & SANITATION BACKLOGS IN SCHOOLS

ADDRESSING THE BACKLOGS	
BASELINE 2009	2 schools (0.75%) have inadequate sanitation. 5 schools (1.89%) have inadequate water supply.
RATE PER ANNUMS (%)	There has been an overall improvement in sanitation with the rate of schools with inadequate sanitation dropping. There has also been a year-on-year improvement in the schools without adequate water supply.
NATIONAL TARGETS	DWAF's target is for all schools to have adequate and safe water supply and sanitation services by 2005.
BALANCE/ DIFFERENCE	New schools are being built on an annual basis which results in water and sanitation needs.
PROJECTIONS	Water supply and sanitation to be rolled out to all schools on an on-going basis.
REQUIRED FUNDING/ COMMENT	As per Department of Education Business Plans.

(iv) INDIGENT SUPPORT

107 Schools in the ADM are no-fee schools.

(v) COMPARISONS WITH SIMILAR DM'S

The total number of learners per school is 555 in the ADM. This figure is the highest amongst all district municipalities within the province and is significantly higher than the second highest figure (Ugu DM at 463 learners per school). Compared to other district municipalities outside the province, the figure for the ADM is relatively similar to that of Nkangala DM (515) and lower than that of Sedibeng (752).

Although no information is available on the number of classrooms and size, these figures may be an indication of the level of crowdedness in schools. However, the counter argument can be that this is simply indicative of larger schools and may point towards the more urbanized nature of the ADM compared to other districts, and the ability to develop and maintain larger schools for larger number of learners.

The average number of educators per school in the ADM is 16 which is the highest figure amongst the various district municipalities in KwaZulu Natal (figures ranged between 11 and 16 educators per school). The number of educators per school in the ADM is the same of that of the Nkangala DM, slightly higher than Gert Sibande DM (12) and significantly lower than in the case of Sedibeng DM (22).

The relationship between the number of educators per school and learners per school seem to support the argument that schools in more urbanized areas (such as ADM and the Sedibeng DM) is able to accommodate and sustain larger schools. The average number of learners per educator in the ordinary school sector is very similar across all district municipalities within the province. The

notable exception is the Sisonke District Municipality with an average of 42.6 learners per educator. The figure for ADM is 34.3.

EDUCATIONAL INFORMATION

Education facilities per LM:

TYPE OF EDUCATIONAL FACILITY	MUNICIPAL AREA		
	NEWCASTLE	DANNHAUSER	EMADLANGENI
Pre-school	2	0	0
Primary School	94	48	33
Secondary School	37	16	4
Combined School	4	4	6
LSEN (special needs)	5	0	1
Independent	8	0	0

Quality of educational facilities:

TYPE OF EDUCATIONAL FACILITY	URBAN AREAS	FORMER TOWNSHIPS	RURAL AREAS
Pre-school	High	Medium	Medium to Low
Primary School	High	Medium	Medium to Low
Intermediate/ Middle School (Grades 5 – 7)	High	Medium	Medium to Low
Secondary School	High	Medium	Medium to Low
Combined School	High	Medium	Medium to Low
Technical College	High	Medium	Medium to Low
University	High	Medium	Medium to Low

Key Educational Data:

	NUMBER
Number of Adult Education facilities	57
Number of No Fee Schools	107
Number of Schools participating in the Schools Nutrition Programme	115

Key Educational Issues:

- There are no children being taught under trees in the ADM.

2.8.11 EXTENDED PUBLIC WORKS PROGRAMME (EPWP)

The EPWP is one of the South African Government's short-to-medium term programmes aimed at the provision of additional work opportunities coupled with the training of participants. It is a national programme covering all spheres of government and state-owned enterprises. Former President Mbeki formally announced the programme in his State of the Nation Address in February 2003.

The EPWP involves creating temporary work opportunities for the unemployed, using public sector expenditure. It builds on existing best-practice government

infrastructure and social programmes either by deepening their labour absorption or extending them.

Given that most of the unemployed are unskilled, the emphasis is on relatively unskilled work opportunities. All of the work opportunities generated by the EPWP are therefore combined with training, education or skills development, with the aim of increasing the ability of people to earn an income once they leave the programme.

The EPWP has been identified as a means of providing job opportunities and training in the ADM and has been effectively linked to the physical infrastructure projects that the ADM is rolling-out. As such, the ADM complies and is aligned with the EPWP. The following table outlines the projects have been undertaken as well as the employment that has been generated per focus group:

TABLE 55: EPWP PROJECTS AND EMPLOYMENT PER DESIGNATED GROUP

Project Name	Programme (MIG/C)	Labour Intensive Project	EPWP Project	Total Project Cost	Women (EP)	Men (EP)	Youth (Female) (EP)	Youth (Male) (EP)	Disabled (Female) (EP)	Disabled (Male) (EP)
Buffalo Flats Water Supply Scheme Phase 1	MIG	Yes	No	R 24 000 000.00	82	139	99	150	0	0
Buffalo Flats Water Supply Scheme Phase 2	MIG	Yes	No	R 34 800 553.00	40	78	60	91	0	0
Buffalo Flats Water Supply Scheme Phase 3	MIG	Yes	No	R 83 535 765.00	3	4	2	2	3	0
Steildrift Bulkline-Drought	DWA	Yes	No	R 3 538 205.46	37	22	56	33	0	0
Inverness/Clare Sanitation project VO no : 01	MIG	Yes	No	R 7 521 600.00	4	20	2	12	0	0
Inverness/Clare Sanitation VO	MIG	Yes	No	R 4 499 566.00	4	20	2	12	0	0
Kwamataukuza footbridge		Yes	No	R 1 000 000.00	9	25	0	19	0	0
Rural Multi purpose center phase two	MIG	Yes	No	R 1 303 000.00	3	7	0	5	0	0
Bensdorp Sports field		Yes	No	R 2 100 000.00	0	0	12	26	0	0
South Park cricket field		Yes	No	R 1 600 000	0	0	8	2	0	0
2009 Monte Vista -Building works		Yes	No	R 5 263 158	17	23		18	0	0
2010 Monte Vista -Civil		Yes	No	R 5 062 181.48	7	44	19			
Emadlangeni Bulk water	DWA	Yes	No	R 49 220 640	4	6	3	4		
Total					210	388	263	374	3	0

(Source: Engineering Services, ADM, 2010)

2.9 ENVIRONMENTAL ANALYSIS

2.9.1 THE STATUS QUO

The Amajuba District Municipality is characterised by high lying western and northern areas, drained in a southerly direction by the Buffalo River flowing through its central areas. This central area is relatively low lying (at <900 msl) and underlain by Karoo Sequence sediment, while the higher-lying horseshoe is underlain by a combination of geological formations. The countryside is relatively flat to gently undulating, occasionally interrupted by mine dumps or a knoll of land, while steep slopes are found in the high lying areas.

The Buffalo River is the major system in the Amajuba District, draining in to the UThukela River. The Ncandu and Ngagane Rivers are the main tributaries in the district. The Ngagane River catchment is said to have fairly good quality water. However, pollution problems have been cited such as high salinity and metal salts caused by mining and industries.

The district has an extensive system of rivers and tributaries, with those in the Utrecht Municipality forming the headwaters of the Uphongolo River. This extensive system has been categorised in the provincial SEA as of high and intermediate value. Four particularly important and sensitive wetlands have been identified as the Blood River Vlei, Boschoffsvlei, Groenvlei and Padavlei⁵. Many of the land reform projects identified in the district are in proximity to wetland and riverine areas, which may result in negative impacts on these wetlands. In particular, the Dooringkop, Amantungwa, Nkosi Shabalala and Zenzeleni Community Land Reform projects will require careful management and monitoring. The wetland area around the Zaaihoek Dam is also an important linkage to the Wakkerstroom wetland, the habitat of species such as the white wing fluff tail. The headwaters of the Slang River are regarded as one of the most pristine catchments, but increasingly under threat from forestry permit applications.

Solid pans and rocky dolerite outcrops are common and soils here are subject to wind and soil erosion. Three soil types (transported soils, colluvial and residual of Pleistocene and Recent origin) have been recognised in the area by Kantey and Partners. Most soils appear to be very clayey, and expansive i.e. they have shrink and swell properties according to their water content. These soils often associated with wetlands⁶.

The district lies in Veld type 66 (Natal Sour Sand field) according to Acocks, 1968 and the Interface between Bio resource Groups 12 (Moist Tall Grassland) and BRG 13 (Dry Tall Grassland). The Dry Tall Grassland is dominated by

⁵ Begg in Metroplan (1999)

⁶ Kantey and Partners

Hyparrhenia hirta with occasional *Acacia sieberana* savannas or woodlands. Disturbed areas have tall communities of *Hyparrhenia dregeana*, *Hyparrhenia tamba*, etc. The grasslands have been identified as of 'intermediate' value in a provincial SEA conducted by KZN Wildlife. The Grassland Biosphere Initiative is an important initiative within the district to protect this important resource.

The extensive wetlands associated with the Ngagane and Ncandu Rivers support a variety of hygrophilous vegetation types.

Within the district there are areas of natural forest, which have been identified as of 'intermediate' value in a SEA conducted of the province. These include the areas of:

- Amajuba Forest south of Charlestown;
- Ncandu Forest on the western border of the district;
- Areas to the south of Donkerhoek on the western border of the district;
- Areas north of Utrecht.

There are relatively few formal conservation areas in the District, although there are many environmentally sensitive areas e.g. wetlands. The formal conservation areas are:

- Ntshingwayo Resort Game Park
- Ncandu Nature Reserve / Incandu Forest Reserve
- National Monuments

There are several registered conservancies in the Amajuba district. Some of these have been developed with the tourism sector in mind, while others are purely for conservation purposes. These conservancies include:

- Sunset Rest;
- Hattingspruit;
- Schuilklip;
- Balele Bawaria; and
- Doornberg.

The key areas of environmental concern include mining and quarrying areas. Mines that have been identified as key intervention areas are those that have closed and are in need of rehabilitation. SiVest (2003, p114) identified the following as mines that need to be rehabilitated:

- Welgedacht Colliery
- Cambrian Dump
- Ballengeich
- Solma
- Kilbarchan
- Magdalena Colliery
- Kliprand
- Witklip Colliery

In terms of Section 38 of the Minerals Act, 1991, the rehabilitation of the surface of land concerned in any mining operation is to be carried out by the holder of the mining permit/ authorisation. This is to be carried out in accordance with an approved Environmental Management Plan, to the satisfaction of the Director: Mineral Development. However, this only applies to the mines closed after the promulgation of the said legislation.

Policy stipulates the process for mine closures in order to be granted a certificate in terms of Section 12 of the Minerals Act, 1991. The objectives of mine closures are stated as follows⁷:

- The safety and health of humans and animals are safeguarded from hazards resulting from mine operations.
- Environmental damage or residual environmental impacts are minimised to such an extent that it is acceptable to all involved parties.
- The land is rehabilitated to, as far as it is predictable, its natural state, or to a predetermined and agreed standard or land use which conforms to the concept of sustainable development.
- The physical and chemical stability of the remaining structures should be such that risk to the environment is not increased by naturally occurring forces to the extent that such increased risk cannot be contended with by installed measures.
- The optimal exploration and utilisation of South Africa's mineral resources are not adversely affected.
- Mines are closed efficiently and cost effectively.
- Mines are not abandoned but closed in accordance with this policy.

In ceasing operations, included in the EMP shall be a closure plan, which includes⁸:

- The conditions for closure negotiated through the lead agent (the Department of Mineral and Energy Affairs) with the regulatory authorities;
- The manner in which the holder of a prospecting permit or mining authorisation intends dealing with its decommissioning and closure phases;
- The practical aspects of the execution of the requirements of the closure process which shall be negotiated on the basis of site specific BATNEE (Best (proven) Available Technology not Entailing Excessive Cost) as defined by the Aide-Memoir;
- The closure objectives
- Details of identified residual impacts including their synergistic effects, and
- Details of the financial arrangements for post-closure management or maintenance of rehabilitation measures, if required.

⁷ Policy concerning the granting of a certificate in terms of section 12 of the minerals act, 1991, to mines releasing such mines from further regulatory responsibilities concerning environmental management and conservation, Department of Mineral and Energy.

⁸ *ibid*

A number of mines in the area closed prior to the promulgation of this legislation. There is therefore a need for a more detailed study to be completed, which identifies the problematic mines as well include an assessment of the status and future plans of the District.

Other areas of concern in the district are the industrial area of Newcastle, where there is a seemingly high level of air pollution resulting from industrial activity, as well as the areas of donga and sheet erosion. Although the latter are widely distributed through the district, this is cause for concern due to the loss of valuable topsoil.

The provincial SEA identified areas of high and intermediate intrinsic biodiversity value in the province. The northern and western edges of the district, characterised by high lying and mountainous terrain are identified as of high biodiversity value. Included in these areas are 'high value' landscapes, including the areas around Charlestown and Amajuba Forest, Zaaihoek Dam and the Inkosi Shabalala Land reform project. These 'high value' areas are also those where Oribi, Wattled Crane, Rudd's Lark and medicinal plant species are found. The areas of 'intermediate' biodiversity value are predominantly those areas where there are communities of important vegetation species (particularly grassland species), wetland and riverine environments and bird life.

Areas of historical/ archaeological value in the district are the Amajuba and Blood River Battlefields.

2.9.2 BIO-DIVERSITY CONSERVATION

The Amajuba District Municipality's natural environment is characterised by expansive grasslands, interspersed with mist belt forests that surround the urban environments in which most of the human populations are located. The grassland biome is one of the most threatened of the seven biomes found in South Africa. It covers an area of approximately 339 237 km² (29% of South Africa's land surface area) with approximately **30% irreversibly transformed** and only 2.8% formally conserved. Grasslands provide essential ecosystem services in the form of water production from wetlands, carbon sequestration, pollinators for crops, rangeland for stock farming as well as the natural beauty essential for tourism development. All of these ecosystem services are necessary for economic development but in some circumstances, such economic development threatens the grasslands due to the very nature of such development being unsustainable.

The key to protecting our grasslands is to ensure that unsustainable development is kept to a minimum and to **secure** the remaining 60% untransformed areas through biodiversity friendly practices and **formal conservation protection**. Such an approach is in the national interest when the contribution such grassland areas

make towards water and food security is compared to the short term gain experienced by unsustainable practices/development that could destroy the vital ecosystem services provided by such areas.

Almost 80% of the grassland areas that a) provide vital ecosystem services, b) are important from a biodiversity perspective, c) have tourism potential, d) are important from a livestock farming perspective and e) provide a range of other essential ecosystem services are **privately or communally owned**. An innovative mechanism is thus needed to ensure that such areas are secured and formally protected.

In this regard, **the KZN Biodiversity Stewardship programme** focuses on developing partnerships with private and communal landowners and land users with the aim of adequately protecting important biodiversity. Conservation Stewardship has been defined as “*the wise use, management and protection of the natural resources that have been entrusted into your care,*” and involves the development of incentives for landowners to conserve important habitats on their lands.

At a generic level, three simplified stewardship options for land owners were developed from a possible selection of 25 (from the Protected Areas Act). The exact form that stewardship will take in the area will depend on the commitment of the land owner.

The principle adopted is that the higher the level of commitment, the higher the security for the land and the greater the number of incentives for the landowner.

- The 1st option is a legally binding agreement that ensures the highest level of commitment from the landowner coupled with the most incentives. This could result in the formal proclamation of the land as a nature reserve or a protected environment.
- The 2nd option is a memorandum of agreement and is often termed a “Biodiversity Agreement.” The landowner still enjoys incentives at this level but less than option 1.
- The final or 3rd option is called a “Conservation Area” and is basically the entry level for any stewardship programme. Landowners who choose this option enjoy substantially less incentives than the first 2 but are still part of the programme.

The KZN Biodiversity Stewardship programme is the type of mechanism needed to protect and secure our threatened natural grasslands areas from disappearing altogether and thus reduce the impact on dwindling natural resources necessary for our survival.

Already, pilot stewardship initiatives are taking off in the ADM around the Ncandu forest reserve

located at the headwaters of the Ncandu river (where an additional 3500 Ha could be formally protected within the next year) as well as near Utrecht at the headwaters of the Pongola river. These initiatives will secure natural forested land as well as the surrounding high altitude grasslands located there and contribute over 10% towards the achievement of provincial conservation targets for the type of grassland located there (and nearly 2% for the natural forest conservation target)! More initiatives will develop over the next 5 years.

2.9.3 ENVIRONMENTAL SECTOR PLANS

The following table summarises some of the environmental plans that have been prepared by the ADM in the recent past.

TABLE 56: ENVIRONMENTAL SECTOR PLANS

NAME	STATUS	IMPACTS
Integrated Environmental Programme	Complete	<ul style="list-style-type: none"> Completed prior to guidelines being promulgated for municipalities so partial compliance with the guidelines.
Environmental Management Plan	Complete	<ul style="list-style-type: none"> Completed prior to guidelines being promulgated for municipalities so partial compliance with the guidelines.
Environmental Management Plan Review	In progress	
Integrated Waste Management Plan	Complete	<ul style="list-style-type: none"> Prepared prior to the economic boom of the mid to late 2000's and thus a review was necessitated.
Integrated Waste Management Plan Review	In progress	
Mountainous Areas Nodal Study-Phase 1	Complete	<ul style="list-style-type: none"> The identification of Conservation and Approaches zones with preferred and non-preferred land uses. The identification of Nodes for tourism development.
Mountainous Areas Nodal Study-Phase 2	In progress	<ul style="list-style-type: none"> The development of detailed town planning scheme controls for the Node experiencing the highest levels of pressure.

2.10 INSTITUTIONAL ANALYSIS

2.10.1 STAFF COMPONENT OF THE ADM

The Amajuba District Municipality has a staff component of 92, 90 of which are permanently employed, and 2 of which are on contract. The DM is currently employing 2 interns.

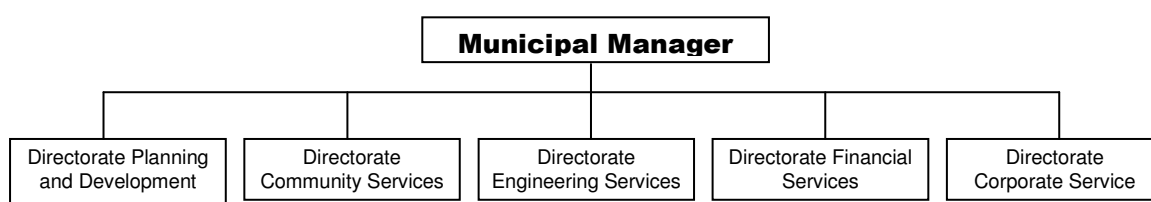
All Directors posts have been filled and the staff complement within each directorate have also been finalized and responsibilities for each department determined.

The institutional structure is aligned with the assigned powers and functions allocated to the ADM. The table below outlines how these powers and functions are allocated between the departments. The following table summarises the directorates and their political heads, while Section K.1 indicates all posts per department as well as whether or not these have been filled.

TABLE 57: DIRECTORATES

DIRECTORATE	DIRECTOR RESPONSIBLE	EXECUTIVE COUNCILLOR
Municipal Manager	Vacant	
Corporate Services	V. B. Mbatha	Cllr Dlamini
Finance	C. Masondo	Cllr Mlangeni
Engineering Services	N. Buthelezi	Cllr Damons
Planning and Development	C. Myeza	
Community Services	D. Ngwenya	

Figure 17: Amajuba Directorates



The Directors roles and responsibilities are linked to the Performance Management System (PMS). The following responsibilities fall within each department:

TABLE 58: DEPARTMENTAL RESPONSIBILITIES

OFFICE OF THE MUNICIPAL MANAGER	PLANNING AND DEVELOPMENT	CORPORATE SERVICES
Leadership <ul style="list-style-type: none"> Overall responsibility for the organisation Form and develop efficient and effective administration. Advise political structures and political office bearers. Ensure implementation of decisions of political structures. Ensure implementation of national and provincial legislation/ laws. Accountability for financial and other resources in the municipality. 	Development Planning <ul style="list-style-type: none"> Spatial Development Frameworks (SDF) IDP Alignment and Institutional Support Land Use Management Systems (LUMS) Geographic Information Systems (GIS) Relevant IDP Sector Plans Housing and Land Reform Coordination District Information Management System (DIMS) Support to Dannhauser and eMandlangeni 	General administration
Planning and Monitoring <ul style="list-style-type: none"> Integrated Development Planning in terms of the MSA and the MFMA Performance Management Systems in terms of the MSA and the MFMA. 	Departmental Policy Development and sourcing of project funds	Secretariat
Public Relations <ul style="list-style-type: none"> Promote access to information. Provide <i>ad hoc</i> assistance to the Mayor's office. Media liaison. Coordinate organizing of official functions. 	Communication <ul style="list-style-type: none"> Strategic Planning IDP PMS 	Legal Services
Internal audit and audit committee	Environmental Management in terms of NEMA	Council Support
Internal Relations	Local Economic Development <ul style="list-style-type: none"> Local Tourism, Agriculture and Commerce and Industry SMME Support and Poverty Alleviation AFLED sub-committee administration Project management 	Policies and Procedures
Municipal Entities- UTW	Information Technology <ul style="list-style-type: none"> Network administration Policy Development and Implementation District Information Management System Support services to Dannhauser and eMandlangeni 	Municipal Office Building Management
Compliance Matters <ul style="list-style-type: none"> Check compliance with legislative requirements/ dates 	Performance Management System (PMS) <ul style="list-style-type: none"> Organisational PMS Annual Report 	Capacity Building/ Training
Fundraising/ resourcing		Human Resources
Corporate Image and Marketing		Industrial Relations
<ul style="list-style-type: none"> Corporate gifts and clothing Corporate marketing material and marketing adverts in the media ADM newsletter- quarterly compilation, printing & distribution Deputy information officer i.t.o. the Promotion of Access to Information Act Battlefields Destination Branding and Marketing Tourism specific events and road shows in partnership with TKZN The marketing and corporate image component of events arranged by all departments. 		Skills Development
Mayoral Office Staff/ Activities		Occupational Health and Safety
Youth and Gender Matters		Fund Raising and Resourcing
Plan and coordinate matters relating to youth and gender.		

ENGINEERING SERVICES	FINANCIAL SERVICES	COMMUNITY SERVICES
Water Service Authority ▪ Governance, Planning and Regulation	Management of Grants, Taxes, Levies, etc.	Regulate Passenger Transport
Electricity	Income and Expenditure	Municipal Airports
Integrated Waste Management	Debt Management	Cemeteries and Crematoria
Municipal Roads	Budgets (Planning, Implementation, Control)	Disaster Management ▪ Fire Fighting
Land Reform ▪ Infrastructure Development.	Assets Management	Departmental Policy Development
Municipal Infrastructure Grant Programme (MIG) and other allocations ▪ Basic residential infrastructure. ▪ Public municipal services infrastructure. ▪ Social institutions infrastructure. ▪ Micro enterprise infrastructure. ▪ Departmental policy development. ▪ PMU Unit	Payroll	Municipal Health Services ▪ Water quality monitoring. ▪ Food control. ▪ Waste Management. ▪ Health Surveillance of premises. ▪ Vector Control. ▪ Environmental Pollution Control ▪ Surveillance and prevention of common diseases. ▪ Disposal of the Dead. ▪ Chemical Safety.
	Risk Management	Fundraising and Resourcing
	Loans and Investments	Sport and Recreation ▪ Plan and coordinate implementation of sporting activities. Plan and coordinate implementation of cultural activities.
	Financial Reporting	
	Departmental Policy Development	Multi-purpose Community Centres ▪ Functioning thereof
	Supply Chain Management	
	Audit Administration	

2.10.2 PORTFOLIO STANDING COMMITTEES

The functions of the portfolio standing committees, in respect of their functional areas, are as follows:

- To develop policy directives and recommended policy;
- To develop recommended bylaws;
- To consider and make recommendations in respect of the draft budget and IDP and departmental business plans;
- To ensure public participation in the development of policy, legislation, IDP and Budget; and
- To monitor the implementation of Council policies.

In terms of the line of authority, these committees report to Council via EXCO.

The committees have no substantive powers and functions delegated to them. Administrative issues, relating to rules of order are, however, delegated to them.

2.10.3 EMPLOYMENT EQUITY

In accordance with the Employment Equity Act (No. 55 of 1998), the District Municipality developed and implemented the Employment Equity Plan, and as required by the said Act. The Plan reflects the significant progress the District Municipality has achieved thus far and actions to address challenges relating to enhanced demographic representivity, skills development, fast-tracking, diversity management and organizational culture assessment.

The employment equity profile illustrates progress made towards transformation. In terms of women empowerment, significant initiatives need to be introduced at top level to bring women to the fore. The employment equity statistics are presented in the tables below.

TABLE 59: DEMOGRAPHIC PROFILE OF EMPLOYEES

Employment Equity Implementation	Designated*	Non-Designated Group	Women
Top Management	100%	0%	9%
Senior Management	98%	13%	26%
Middle Management	100%	0%	33%
Professional Staff	99%	7%	38%

*Africans, Coloureds, Indians, Women and the Disabled Individuals

* A mere 3% of the DM's total staff complement is made up of the non-designated group (ie. White males)

The analyses show that 100% of the top management of the District Municipality is currently occupied by the designated group. What is notable, however, is that there are one women representatives in the top management of the District Municipality and work still needs to be done to address these imbalances. It must be noted that a mere 3% of the DM's total staff complement is made up of the non-designated group (ie. White males).

At the Senior and Middle management level, however, the District Municipality has achieved beyond the requirements and has employed more than 95% of the designated group at this level. Of the total Senior and Middle management individuals, 59% are women.

TABLE 60: REPRESENTATION BY OCCUPATIONAL LEVEL

Occupational Level	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	10	0	0	0	1	0	0	0	11
Senior Management	7	0	2	2	2	0	1	1	15
Middle Management	8	0	0	0	3	0	1	0	12
Professionals	5	0	2	1	5	0	0	0	13
Other Staff	19	1	0	0	16	0	4	1	41
TOTAL	49	1	4	3	27	0	6	2	92

2.10.4 SKILLS DEVELOPMENT

The employment equity guidelines form an integral part of planning for training as reflected in the Skills Development Act. The District Municipality has developed a comprehensive Workplace Skills Development Plan for the period under review in line with the said Act.

The District Municipality is registered with the Local Government Sector Education and Training Authority (LGSETA) and skills development initiatives relating to the municipal core services have been carried out at all levels of employment. During the period under review, the District Municipality contributed R792,000.00 to skills development. As of January 2010, R83,700.00 has been spent on skills development of staff.

2.10.5 MUNICIPAL HUMAN RESOURCE STRATEGIES

The ADM has developed a number of policies that deal with Human Resources (HR) which are summarised below:

- A Code of Conduct for Municipal Staff Members; - SALGA
- Code of Good Practice: HIV/Aids; - SALGA
- HIV and Aids Policy;
- Sexual Harassment Policy;
- Smoking Policy;
- Recruitment Policy;
- Staff Study Bursary Policy;
- Subsistence and Travel Allowances Policy;
- Pool Vehicle Policy;
- Overtime Policy;
- Leave Policy; - SALGA
- Training and Skills Development Policy;
- Interview Questionnaires and Shortlisting Criteria: Appointment of Staff Policy;
- Experience Training Policy;
- Mayoral Vehicle Policy;
- Assistance with Household Removal Costs: Employee Policy; and
- Employment Equity and Affirmative Action Policy.

These policies are not included in the IDP so as to keep the document succinct and user-friendly. These documents can be made available on demand.

2.10.6 SUCCESSION PLAN

Rural municipalities have difficulties in keeping skilled staff in their posts for the short to medium terms. As a result, there is a need for the development of a *Succession Plan*. With this in mind, the ADM is in the process of preparing a *Succession Plan* which will be finalised and adopted in by the end of the 2009/10 financial year.

2.10.7 INTERGOVERNMENTAL RELATIONS STRUCTURES

(i) LEGISLATIVE FRAMEWORK

The Intergovernmental Relations Framework Act (No 13 of 2005) stipulates that there must be a “*district intergovernmental forum to promote and facilitate intergovernmental relations between the district municipality and the local municipalities in the*

district" (Section 24). The legislation further indicates that (Section 25[1]):

"A district intergovernmental forum consists of-

- (a) the mayor of the district municipality;*
- (b) the mayors of the local municipalities in the district or, if a local municipality does not have a mayor, a councillor designated by the municipality; and*
- (c) the administrator of any of those municipalities if the municipality is subject to an intervention in terms of section 139 of the Constitution".*

The legislation further indicates that the role of the forum is to serve as a consultative forum for the DM and LM's in the district to discuss and consult each other on matters of mutual interest. These include (Section 26[1]):

- (a) draft national and provincial policy and legislation relating to matters affecting local government interests in the district;*
- (b) the implementation of national and provincial policy and legislation with respect to such matters in the district;*
- (c) matters arising in the Premier's intergovernmental forum affecting the district;*
- (d) mutual support in terms of section 88 of the Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998);*
- (e) the provision of services in the district;*
- (f) coherent planning and development in the district;*
- (g) the co-ordination and alignment of the strategic and performance plans and priorities, objectives and strategies of the municipalities in the district; and*
- (h) any other matters of strategic importance which affect the interests of the municipalities in the district.*

(ii) THE ADM'S IGR FORUM

The ADM's IGR Forum comprises the ADM, the Newcastle, Dannhauser and eMadlangeni municipalities. In accordance with the act, the protocol on the relations between the aforesaid municipalities was duly approved and signed in early 2007. The forum endeavours to meet quarterly in line with the protocol, but unfortunately it is very difficult, firstly to secure a suitable date with the four mayors, and secondly, to have the secured date stand.

A Technical Committee, comprising the Municipal Managers and relevant officials from participating municipalities, meets prior to the IGR Forum meetings in order to ensure proper co-ordinated advice to the forum.

(iii) OTHER IGR STRUCTURES

Apart from the IGR Forum, the ADM has established a number of IGR structures which will be elaborated on below.

(iv) **THE SERVICE PROVIDER'S FORUM**

With the establishment of the ADM's IGR forum, and with it being found that structured Service Provider's Forum (SPF) meetings were often not well supported by both provincial and national sector departments, the ADM's SPF was done away with.

Subsequently, one-on-one meetings with departments have been organised where needs arise. It must be noted that the Newcastle municipality conducted a service provider's forum during the 2009/10 financial year to obtain inputs from sector departments in terms of their spending in the municipality.

Every effort has also been made to increase the participation of sector departments in the IDP RF.

2.10.8 INSTITUTIONAL STRUCTURES CREATED

The ADM has created a number of structures to coordinate development within the District Municipality. These structures are summarised as follows:

i) AMAJUBA FORUM FOR LOCAL ECONOMIC DEVELOPMENT (AFLED)

A need was identified to coordinate and create partnerships between the activities of both the public and private sector within the ADM and as a result, AFLED was established. The role of AFLED can be summarised as follows:

- Coordinate the formulation and implementation of LED policies and strategies;
- Ensure communication and alignment of LED between all stakeholders;
- Identify projects within the Municipalities as part of the IDP process;
- Evaluate LED applications, projects, and business plans;
- Monitor LED implementation;
- Source funding for LED projects;
- Resolve LED roles and responsibilities;
- Coordinate and develop Strategic Development Plans; and
- Create partnerships between the Public and Private Sectors.

AFLED comprises of 60 members, as follows (See diagram below for exact composition and lines of communication):

- 22 members from the Tourism Forum (ATF) which includes the Amajuba Tourism Committee (ATC);
- 32 members from the Agriculture Committee (AAC) and the Catchment Management Forum (CMF);
- 12 members from the Trade and Industry Committee;
- 10 private sector individuals including organised business, organised labour, and civil society; and

- 9 public sector representatives including provincial and national government departments.

ii) **AFLED SUB-COMMITTEES**

AFLED envisages the creation of three sub-committees, two of which are currently functional, the latter which is still to be established:

▪ **AMAJUBA TOURISM FORUM**

The Tourism Forum comprises of 22 members made up of the main tourism stakeholders in the ADM. The Tourism Forum played an important role as the Project Steering Committee for a number of tourism-related sector plans including the Tourism Sector Plan, the Tourism Route Development Plan, the Tourism Signage Development Plan, and the Battlefields Development Plan, and the development of the Amajuba Tourism Routes.

For the exact composition of the committee, see the diagram below.

▪ **AMAJUBA AGRICULTURAL COMMITTEE**

The Agriculture Committee comprises of 32 members (see the diagram below for the exact composition). Like the Tourism Committee, the Agriculture Committee served as the Project Steering Committee for the development of the Agricultural Plan for the ADM.

▪ **AMAJUBA TRADE AND INDUSTRY COMMITTEE**

This has yet to be established but will cover commerce and industry issues. The Amajuba led task team is currently addressing this sector.

iii) **AMAJUBA STRUCTURES FOR LED DEVELOPMENT**

Three additional structures have been developed, or are in the process of establishment, that play important roles in developing and supporting LED development in the ADM, namely:

▪ **SEDA Amajuba**

This is the Amajuba Small Enterprise Development Agency (SEDA) which will help emerging businesses and entrepreneurs with, amongst others, business plan formulation, tax related issues, registration of companies, UIF compliance, workman's compensation related issues, etc. This structure will serve as a one-stop-shop for accessing information pertaining to small business development. SEDA Amajuba has been established

▪ **ADA**

The Amajuba Development Agency (ADA), a structure which is still to be

created, is a delivery mechanism and project management tool for LED in the District. Funding is currently being sought for the establishment and development of this structure. Study for ADA has been completed and is currently being investigated under the shared services initiative.

(iv) **THE AMAJUBA PLANNING AND DEVELOPMENT COORDINATION COMMITTEE**

The Planning and Development Coordination Committee (P&DCC) was established in 2002 to align planning initiatives in the Amajuba Family of Municipalities. Due to the wide range of issues covered, the large number of people required at these meetings and the general shortage of manpower at municipalities, it was decided to dissolve the committee into a number of issue specific committees, namely:

▪ **IDP AND PMS COMMITTEE**

The committee deals with, amongst others, the following issues:

- IDP's and their alignment;
- The alignment of Spatial Development Frameworks; and
- Performance Management including policy review, annual reports, audit committees.

The membership of the committee is as follows:

- IDP and PMS staff from the ADM;
- IDP and PMS staff from the Newcastle, Dannhauser and Utrecht Municipalities;
- Staff from the Department of Local Government and Traditional Affairs dealing with IDP's and PMS.

The committee meets quarterly or as the need arises.

▪ **PLANNING COMMITTEE**

The planning committee is convened by the Department of Local Government and Traditional Affairs and meets on a quarterly basis. The committee consists of representatives from the DLG&TA, the ADM and the Newcastle municipality and deals with all planning applications.

▪ **THE GIS FORUM**

The Amajuba GIS forum comprises officials from the four municipalities in the Amajuba Family of Municipalities who are responsible for rendering GIS services and functions in their respective municipalities. The forum is held on a quarterly basis.

The objectives and responsibilities of the GIS forum is as follows:

- Ensure and facilitate the exchange of GIS datasets between government

- institutions within the DC 25 area of jurisdiction.
- Ensure that a platform is in place whereby issues such training, capacity and technical assistance are addressed.
- The promotion of GIS Awareness both internal and external.

▪ **THE AMAJUBA ICT FORUM**

The Amajuba ICT Forum comprises officials from the four municipalities in the Amajuba Family of Municipalities who are responsible for the ICT functions in their respective municipalities.

The objectives and responsibilities of the forum are as follows:

- Coordinate the formulation and implementation of municipal ICT policies and strategic plans within the municipalities;
- To share ICT information regarding training and capacity building; and
- Provide advice on the standardisation of systems.

The forum meets on a quarterly basis.

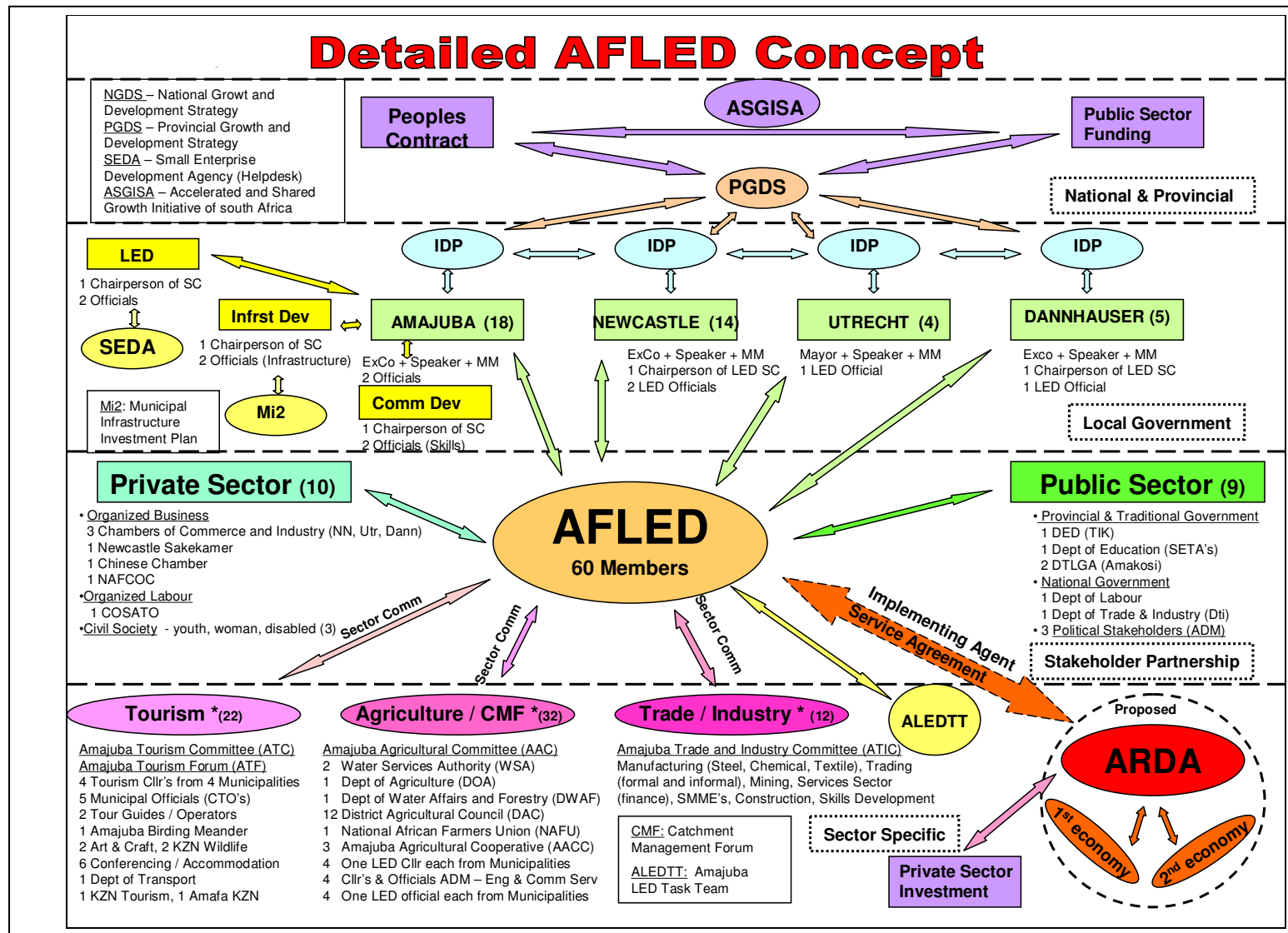
2.10.9 PLANNING SHARED SERVICES

With effect from 1 February 2010, the ADM and the Dannhauser municipality have been part of a planning shared services.

The concept of the Planning Shared Services was conceived shortly after the demise of the Planning and Implementation Management Support Centres (PIMS), and responds to the need to create planning-related capacity in the smaller municipalities where staff turn-overs are high and capacity low.

The scope of work and functions associated with the the Amajuba planning shared services centre include, amongst others:

- Spatial planning;
- Development administration;
- Information management and systems development;
- Geographic information systems; and
- Building inspections and control.



2.10.9 WARD COMMITTEES

The ADM has made use of the Ward Committees of the three LM's to publicise the budget and the IDP. Training sessions have been organised with Ward Committee Councillors to train them on the budget and IDP and to enable the councillors to answer any questions in this regards.

In terms of the status of the ward committees in the three LM's, Dannhauser and Newcastle have amended their structures to Collective Executives with Combined Ward Committee Systems in terms of Section 9(b) of the Municipal Structures Act. Utrecht, on the other hand, has amended its structure in terms of Section 9(f) of the Municipal Structures Act to be a Plenary Executive with a Ward Committee System.

It is anticipated that in the future, these structures will play important roles in involving community members.

2.10.10 POWERS AND FUNCTIONS

Section K outlines the powers and functions of the ADM. No local functions have been allocated to the ADM to perform on behalf of the local municipalities within the Amajuba Family of Municipalities.

2.10.11 TRADITIONAL AUTHORITIES

The Amakhosi participate in a number of structures in the ADM which influence planning including:

- AFLED;
- The Agricultural Sub-committee of AFLED; and
- The IDP Representative Forum.

The tribal authorities are part of LED planning in the DM, specifically the agricultural planning. Furthermore, the rural roads projects of the ADM's Engineering Department aims to promote accessibility for these tribal areas. The majority of the water and sanitation projects are also being rolled out in the Amakhosi areas in the Dannhauser and eMadlangeni municipalities and they participate in the planning structures for these areas.

The road shows, publicising the Budget and IDP, have also had a rural bias and involved the Amakhosi with some of the meetings occurring in their areas.

2.10.12 AUDIT COMMITTEE

See Section 9.5 for a full description of the Audit Committee.

The municipality has a fully functional joint (financial and performance) audit committee which currently consists of four members.

- Declaration of interest for each member is signed annually and examined at the beginning of each meeting in order to continuously certify audit committee members independence.
- The audit committee charter is reviewed annually or as the need arises.

2.11 LAND REFORM

The Department of Land Affairs (DLA) has initiated the preparation of Area Based Plans (ABP's) for all district municipalities in KwaZulu-Natal. As with all the DM's, this process has been a slow process and has over-shot the original timeframes of the project.

The broad objectives of Area Based Planning are to:

- Speed up the **pace of land reform** in South Africa in order to achieve national land reform targets.
- Contribute to **enhanced economic development** thereby contributing to the targets as set out in ASGISA.
- **Integrate** land reform into Provincial and Municipal development frameworks.
- Improve the sustainability of land reform projects.
- Promote **sector alignment** with agriculture, LED, Integrated Human Settlements, tenure security / upgrade links to the provision of basic services.
- Promote the objectives of **inter-governmental relations** with municipalities and sector departments.
- **Empower communities** to participate actively in project formulation and implementation of land reform projects."

The ABP, in parallel to the IDP, develops a Vision, Mission, Strategies and Projects. The proposed vision, capturing the essence of what the rural land ownership pattern should be, is expressed in the ABP as:

"We as the people of Amajuba, recognise that land is a finite resource on which the people of the district are dependent. We recognise that we need land: to live, to generate an income and for leisure and relaxation. In addition we recognise that we also need to make provision for the conservation of natural resources to sustain our communities in current and future generations. We further recognise that in order to uplift our rural people we need to ensure that they are able to secure a bundle of rights to land that encourages: investment; productive use and conservation of land; eradication of poverty and create social and economic opportunities for disadvantaged groups in the district. Finally we consider it essential that land as a productive resource is distributed equitably between individuals of differing cultural groups making up the Amajuba population."

The key objective to achieve the vision is summarised as follow:

Achieve the transfer of 165,893 hectares.(being 30%) of productive agricultural land to HDIs by 2014.

The supportive objectives to the key objective are:

- (i) **Resolving land reform claims:**
 - Resolve land restitution claims on 151,937 ha, involving 826 farms as apriority prior to new land reform projects being identified.
 - Resolve labour tenant claims numbering 8,628, which could require between 8,628 hectares (if units are 1 ha each) to 43,140 ha (if units are on average 5 ha).
- (ii) **Differentiating between differing land reform requirements**
 - Differentiate the need for access to ownership of land by farm dwellers: (i) for residential and livelihood strategies and (ii) for productive agricultural use.
 - Future productive agricultural land reform projects should be located on areas of high potential with access to markets and necessary support structures
 - Land reform projects aimed at housing should be located in identified nodes and centres to optimise servicing potential and economic opportunities;
 - Subsistence land reform projects should be located on good quality grazing land with access to services and controls on numbers to avoid overcrowding in increased levels of poverty occurring on these properties.
- (iii) **Institutional Arrangements:**
 - Facilitating the use of institutionalised⁹ ownership structures that encourage economic efficiency and equity (fairness).
 - Institute appropriate structures that ensure ongoing support to land reform projects and organisations to ensure sustainability post project transfer;
 - Facilitate access of interested agricultural HDI entrepreneurs to business opportunities created through the LED Agri-business projects.
- (iv) **Capital Expansion:**
 - Contribute to the increase in area under irrigation from the approximate 6,000 ha by the development of the additional 5,700 ha identified as an LED project, to bring the land under irrigation to about 11,600 ha, through the development of irrigation dams on the Ncandu, Horn and Upper Buffalo Rivers.
- (v) **Integrating productive Department of Land Affairs projects into a local market value chain:**
 - In identification of productive agricultural projects it is critical that these are fully integrated into established and viable market chains;
 - DLA projects are also linked to agricultural and market research where new crop opportunities are identified for entrant farmers into the commercial markets.

The ABP develops several strategies to achieve the vision, mission and objectives which are summarised as follows:

- Establish a local land forum between DLA, RLCC, Commercial farmers and beneficiaries to agree priorities, establish principles of engagement on projects, resolve conflicts, share information and identify

⁹ AFLED Sub-Committee on Agriculture involving farmers, farm dwellers and NGOs

accountability for achievement of results. This local forum to report any problems to the Provincial land forum.

- Ensure there is a Municipal local level forum to co-ordinate the various government department activities around projects.
- Focus attention on resolving the restitution claims as a priority through DLA LRPO staff assisting RLCC staff with development of business plans, setting up institutional structures to own and manage land and develop viable businesses to manage the projects.
- Resolve labour tenant claims in co-operation with organised agriculture and claimants through a process of systematic scheduling claims in order of date lodged, facilitation of the rapid negotiation between parties to achieve a settlement option and resolution as speedily as possible. Include the identification of potential agri-villages on major corridors to accommodate claims on multiple farms that are in close proximity..
- When embarking on land reform projects document the differing aspirations of beneficiaries to be able to group those who want residential rights, those who want to farm commercially and those that require some small a of land to pursue livelihood strategies dependent on land as resource.
- Develop programmes of assistance to existing projects to optimise the chances of successful outcome, being prepared to facilitate institutional reform if deemed necessary.
- Develop agri-processing ventures along the N11 as a development corridor for entrant farmers (30%) into the land market.

The plan identifies five areas for intervention including Wit Imfolozi, Groenvlei, Alcockspruit to mention a few. Concrete interventions from the responsible provincial department are awaited and alignment in this regards will occur during the 2010/11 IDP Review.

KEY LAND REFORM INFORMATION¹⁰

Human settlement very much changed from the Apartheid settlement form, with racial and class integration having taken place to a large degree.

43% of previously white farm land has been, or is in the process of being, transferred to black communities.

Urban population: 57%

Rural population: 43%

STATUS	NUMBER
Gazetted Restitution claims	832
Redistribution	131
Settled Claims	744

¹⁰ The DLA was requested to assist with the update of this table, but at the date of going to print, no update was as yet received.

2.12 MILLENIUM DEVELOPMENT GOALS

In September 2000 world leaders came together at United Nations Headquarters in New York to adopt the United Nations Millennium Declaration, committing their nations to a new global partnership to reduce extreme poverty and setting out a series of time-bound targets, with a deadline of 2015, that have become known as the Millennium Development Goals.

The eight Millennium Development Goals (MDG's), which range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education, all by the target date of 2015, form a blueprint agreed to by all the world's countries and all of the world's leading development institutions. They have galvanized unprecedented efforts to meet the needs of the world's poorest people.

This section of the IDP outlines the millennium development goals and their targets and analyses the progress made in the ADM in addressing these goals.

TABLE 61: MILLENNIUM DEVELOPMENT GOALS AND TARGETS

MILLENNIUM GOAL	TARGET	ACHIEVEMENTS IN THE ADM BY 2010	ACTIONS REQUIRED
GOAL 1: ERADICATE EXTREME POVERTY & HUNGER	Target 1: Halve, between 1990 and 2015, the proportion of people whose income is less than \$1 a day	<ul style="list-style-type: none"> - The percentage of people living with less than \$1 per day in Amajuba is estimated to be approximately 4.1%. This percentage is notably higher than the comparative figures for the other districts outside KZN which ranges from 1.9% in Nkangala DM to 2.3% in both the Sedibeng and Gert Sibande DM's. - A very positive trend has been the decrease in the percentage of people living with less than \$1 per day from 12.5% in 2002 to only 4.1% in 2007. The number of people living in extreme poverty has thus decreased significantly over this period. - At local municipality level there are huge differences between the three municipalities within the district. The percentage of people living with less than \$1 per day in Newcastle is 2.6% compared to 8.6% in eMadlangeni and 7.5% in Dannhauser. In the case of eMadlangeni and Dannhauser, these figures have decreased markedly from 27.6% and 22.9% respectively in 2002. 	<ul style="list-style-type: none"> - Implementation of the LED plan and other LED-related sector plans - Implementation of LED Legacy/ Kick-start projects.
	Target 2: Achieve full and productive employment and decent work for all, including women and young people	<ul style="list-style-type: none"> - The Amajuba DM had the lowest unemployment rate amongst the district municipalities in KZN in 2007 (41.9%). This figure is also slightly lower than the comparative provincial average of 42.3%. - The unemployment rate of the district peaked at 47.2% in 2003, where after it showed a decrease to 41.9% in 2007. - Both the Newcastle LM and eMadlangeni LM's experienced a decrease in unemployment rate from the peak in 2003. However, in the case of Dannhauser LM, - the unemployment rate increased unabatedly from 45.6% in 1996 to as much as 78% in 2007. 	<ul style="list-style-type: none"> - Implementation of the LED plan and other LED-related sector plans - Implementation of LED Legacy/ Kick-start projects. - Continued implementation of EPWP programme.
	Target 3: Halve, between 1990 and 2015, the proportion of people who suffer from hunger	<ul style="list-style-type: none"> - The Amajuba DM has the lowest poverty gap of the districts in KZN with an estimated figure of R411 million in 2007. - The poverty gap in the Amajuba DM has more than doubled from R186 million in 1996 to R411 million in 2007. However, there appears to have been a slight decrease from 2005 onwards. - At local municipality level, the total poverty gap in Newcastle is R239 million compared to R45 million in eMadlangeni and R127 million in Dannhauser. However, the poverty gap has grown by nearly 400% in the eMadlangeni LM between 1996 and 2007 and has more than doubled from R50 million to R127 million in the Dannhauser LM. 	<ul style="list-style-type: none"> - Implementation of the LED plan and other LED-related sector plans - Implementation of LED Legacy/ Kick-start projects. - Continued implementation of EPWP programme.
GOAL 2: ACHIEVE UNIVERSAL	Target 1: Ensure that, by 2015, children everywhere, boys and girls alike, will be	<ul style="list-style-type: none"> - In 2001 16.1% of adults of 20 years or older had no form of schooling, while in 2007, these figures had improved to 7.7%. - In 2001 6.4% of adults of 20 years or older had passed grade 7 as 	<ul style="list-style-type: none"> - Continued liaison with Department of Education to ensure improved attendance

MILLENNIUM GOAL	TARGET	ACHIEVEMENTS IN THE ADM BY 2010	ACTIONS REQUIRED
PRIMARY EDUCATION	able to complete a full course of primary schooling	<ul style="list-style-type: none"> their highest qualification which had improved to 6.1% in 2007. In 2001 20.9% of adults of 20 years or older had completed grade 12, while this figure improved to 22.5% in 2007. 	levels.
GOAL 3: PROMOTE GENDER EQUALITY AND EMPOWER WOMEN	Target 1: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015	<ul style="list-style-type: none"> In 2001 56.3% of grade 7's were female, a figure that had increased to 58.2% in 2007. In 2001 52.1% of grade 12 students were female, a figure that had decreased to 50.6% in 2007 	<ul style="list-style-type: none"> Continued liaison with Department of Education to ensure improved attendance levels.
GOAL 4: REDUCE CHILD MORTALITY	Target 1: Reduce by two thirds, between 1990 and 2015, the under-five mortality rate	<ul style="list-style-type: none"> 75% professional nurses trained on Integrated Management childhood illnesses and 61% Community Health Workers trained. Community Integrated Management of Childhood with Illnesses component. All hospitals are providing Kangaroo Mother Care. Vitamin A coverage improved from 0.5 – 25% Malnutrition supplements are provided to underweight and malnourished children at all health facilities Growth monitoring is done in communities by Community Health Workers using hanging-baby scales. All HIV exposed babies are tested for HIV The following programmes are well established: Voluntary Counselling and Testing 100 %, Prevention of Mother To Child Transmission 100% and Mothers to Mothers programme is in 10sites in the district Establishment of community IMCI in each LM: Stafford, Groenvlei & Thandanani clinics. Availability of Antiretroviral Therapy to children. All hospitals are baby friendly institutions. 	<ul style="list-style-type: none"> Strengthen education on growth monitoring. Strengthen postnatal care at 6 weeks Strengthen facility delivery. Strengthen family oriented community services e.g. hand washing and oral rehydration. Strengthen importance of breast feeding. Strengthen importance of immunization. Strengthen education on home accidents. Strengthen intersectoral collaboration.
GOAL 5: IMPROVE MATERNAL HEALTH	Target 1: Reduce by three quarters the maternal mortality ratio	<ul style="list-style-type: none"> All facilities are providing Antenatal Care services There are 10 Mothers 2 Mothers sites established Pregnant women attending Antenatal before 20 weeks from 15% - 37 %. Appointment of Obstetrics & Gynaecology specialist in the district Established referral system. Turn around time for EMRS in rural areas is 60 minutes and 30 minutes in urban areas. All pregnant women are treated as RED code Standardized protocol for management of pregnant woman. 	<ul style="list-style-type: none"> Strengthen education on cervical screening Establish and strengthen high risk clinics. Strengthen reporting of maternal deaths especial in the community. Strengthen education on postnatal care. Encourage birth companions. Encourage mothers on healthy lifestyle, good nutrition and rest and prevent smoking.
	Target 2: Achieve universal access to reproductive	Gradual increase in reproductive health (Family planning) attendance by women of child bearing age from 18 % to 26 %.	<ul style="list-style-type: none"> Motivate females and males on sterilization

MILLENNIUM GOAL	TARGET	ACHIEVEMENTS IN THE ADM BY 2010	ACTIONS REQUIRED
	health	<ul style="list-style-type: none"> Added 2 private mobile services providing HIV & Maternal child health services Establishment of Termination of Pregnancy services – 1 site in Newcastle Hospital. 	<ul style="list-style-type: none"> Strengthen community awareness on family planning Strengthen health talks on teenage pregnancy.
GOAL 6: COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES	Target 1: Have halted by 2015 and begun to reverse the spread of HIV/AIDS	<ul style="list-style-type: none"> HIV prevalence has decreased from 46% in 2006 to 39.4 % in 2007. Sexually Transmitted Infections (STIs) incidence has decreased from 10 – 2.5%. Male condom distribution rate 11 condoms per male per year in line with National norm. VCT and PMTCT rolled out to all facilities fixed and mobile. Dual therapy is provided in all fixed health facilities. Contracted 5 NPO's for Home Community Based Programme and 2 NPO's for NIP sites. Khomanani is working at Mndozo. Community doing house to house health promotion Family Health International has donated a mobile service unit staff. South African Clothing & Textile Workers Union is providing VCT at industrial area. 12 clinics were built to increase access to health care. 	<ul style="list-style-type: none"> Strengthen community empowerment with HIV&AIDS information. Establish high transmission areas. De-stigmatization of HIV&AIDS through community mobilization. All departments and places of work to have HIV in the workplace programme. Strengthen relationship with other stakeholders e.g. DoE, DoA, NGO's, Traditional Health Practitioners. Facilitate programmes targeting males to take responsibility for prevention of HIV&AIDS Strengthen HIV&AIDS education to the elderly Support from the municipality in the establishment of HTA's 9High Transmission Areas e.g. Truck Stops) and NIP sites.
	Target 2: Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it	<ul style="list-style-type: none"> All facilities prepare patients for ART and provide treatment for opportunistic infections. 4 accredited ART sites 6 down referral sites Provision of nutritional supplements to vulnerable groups. Number of patients on ART – Adults – 8460 Children– 1056 	<ul style="list-style-type: none"> Ensure availability of budget for service delivery. Strengthen tracing teams Strengthen community based care. Strengthen integration of programmes e.g. TB & HIV.
	Target 3: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases	<ul style="list-style-type: none"> The malaria case fatality (death) rate in the district is 0%. Amajuba is NOT a malaria endemic district; however our health facilities often admit patients with malaria, often following visiting malaria endemic areas. Our climate is not suitable for malaria causing mosquitoes to survive thus all our cases are imported. 	<ul style="list-style-type: none"> Continue to strengthen the treatment of imported malaria and early diagnosis. NB! Malaria can be treated especially if detected early thus we plan to encourage victims to report a proper history of other

MILLENNIUM GOAL	TARGET	ACHIEVEMENTS IN THE ADM BY 2010	ACTIONS REQUIRED
			<p>areas visited in order to ensure early diagnosis.</p> <ul style="list-style-type: none"> - Health promotion on prophylaxis and signs is also to be strengthened.
GOAL 7: ENSURE ENVIRONMENTAL SUSTAINABILITY	Target 1: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources	<ul style="list-style-type: none"> - A total of 1.8% of the total land area of the Amajuba DM is classified as totally irreplaceable in terms of the KZN conservation plan. The highest concentration of totally irreplaceable areas is located in the Newcastle LM where 3.8% of the land area falls in this category. The comparative figures for eMadlangeni and Dannhauser are 0.89% and 1.16% respectively. No time series data is however available for this indicator. 	<ul style="list-style-type: none"> - The review of the Amajuba Environmental Management Plan
	Target 2: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss	<ul style="list-style-type: none"> - Pilot stewardship initiatives are taking off in the ADM around the Ncandu forest reserve located at the headwaters of the Ncandu river (where an additional 3500 Ha could be formally protected within the next year) as well as near Utrecht at the headwaters of the Pongola river. These initiatives will secure natural forested land as well as the surrounding high altitude grasslands located there and contribute over 10% towards the achievement of provincial conservation targets for the type of grassland located there (and nearly 2% for the natural forest conservation target)! More initiatives will develop over the next 5 years. 	<ul style="list-style-type: none"> - Formalisation of stewardship projects and conservation of threatened habitats.
	Target 3: Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation	<ul style="list-style-type: none"> - The percentage of households without access to a basic level of water infrastructure in the Amajuba DM decreased from 21.7% in 2001 to 12% in 2007 (definition assumed for basic level of service is households receiving piped water, either on stand or outside the stand boundary). - At a local municipality level, the percentage of households below the basic level of service with access to water, have changed as follows over the decade from 1996 to 2007: <ul style="list-style-type: none"> o From 13% to 5.8% in Newcastle LM o From 57.1% to 49% in Emandlangeni LM o From 52.2% to 27.9% in Dannhauser LM - The percentage of households below a basic level of sanitation service in the Amajuba DM decreased from 38% in 2001 to 25.4% in 2007. - At Local Municipality level the percentage of households below the basic level of sanitation service has decreased as follows over the decade from 1996 to 2007: <ul style="list-style-type: none"> o From 33% to 17.7% in Newcastle LM o From 66.6% to 51.7% in the Emandlangeni LM o From 87.7% to 50.6% in the Dannhauser LM 	<ul style="list-style-type: none"> - Continued implementation of the WSDP.

MILLENNIUM GOAL	TARGET	ACHIEVEMENTS IN THE ADM BY 2010	ACTIONS REQUIRED
	Target 4: By 2020, to have achieved a significant improvement in the lives of at least 100 million slum dwellers	<ul style="list-style-type: none"> - Only 16.7% of the total housing stock in Amajuba is classified in the three categories considered to form part of the inadequate housing category. This percentage is significantly lower than most other district municipalities within the province. - The total number of households residing in these inadequate housing categories is 16815, a figure which is significantly lower than comparative figures for most other districts within the province. 	<ul style="list-style-type: none"> - Establishment of the Amajuba Housing and Land Forum to discuss and facilitate the development of housing.
GOAL 8: DEVELOP A GLOBAL PARTNERSHIP FOR DEVELOPMENT	Target 1: Address the special needs of least developed countries, landlocked countries and small island developing states	Not applicable	National Departmental Responsibility
	Target 2: Develop further an open, rule-based, predictable, non-discriminatory trading and financial system	Not applicable	National Departmental Responsibility
	Target 3: Deal comprehensively with developing countries' debt	Not applicable	National Departmental Responsibility
	Target 4: In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries	Not applicable	National Departmental Responsibility
	Target 5: In cooperation with the private sector, make available benefits of new technologies, especially information and communications	<ul style="list-style-type: none"> - The Amajuba DM has the second highest percentage of households with access to fixed line telephones in the province (14.3% of households) - The highest proportion of households with access to telephones in the district is located in the Newcastle LM with a figure of 17%. - Unlike the situation with access to fixed line phones, a significant proportion of households have access to cell phones (75% of households in Amajuba.). - The Amajuba DM has the second highest proportion of households with access to computers in KZN with a figure of 9.4%. - At local municipality level, Newcastle LM has the highest proportion of households with access to computers with a figure of 11.1%. <p>The comparative figures for eMadlangeni and Dannhauser is significantly lower at 8.3% and 2.2% respectively.</p>	<ul style="list-style-type: none"> - Continued operation of the Amajuba ICT forum.

2.13 NATIONAL AND PROVINCIAL STRATEGIC GUIDELINES

2.13.1 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

Inequalities exist in the national economy and there is a legacy of inequitable spatial development. This has had a negative impact on public sector investment which is highlighted in the NSDP. The Vision of the NSDP is as follows:

South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives:

- By focussing economic growth and employment creation in areas where this is most effective and sustainable;
- Supporting restructuring where feasible to ensure greater competitiveness;
- Fostering development on the basis of local potential; and
- Ensuring that development institutions are able to provide basic needs throughout the country.

The basic principles of the NSDP underpinning the Vision are:

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and/or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or link the main growth centres.

The NSDP Principles are summarised in the table below and an analysis has been done so as to see if they have all been addressed though the ADM's strategic framework.

TABLE 62: NSDP PRINCIPLES

NUMBER	NSDP PRINCIPLE
1	Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, amongst which poverty alleviation is key.
2	Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.
3	Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities, and to create long-term employment opportunities.
4	Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate – if they choose to – to localities that are more likely to provide sustainable employment and economic opportunities.
5	In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

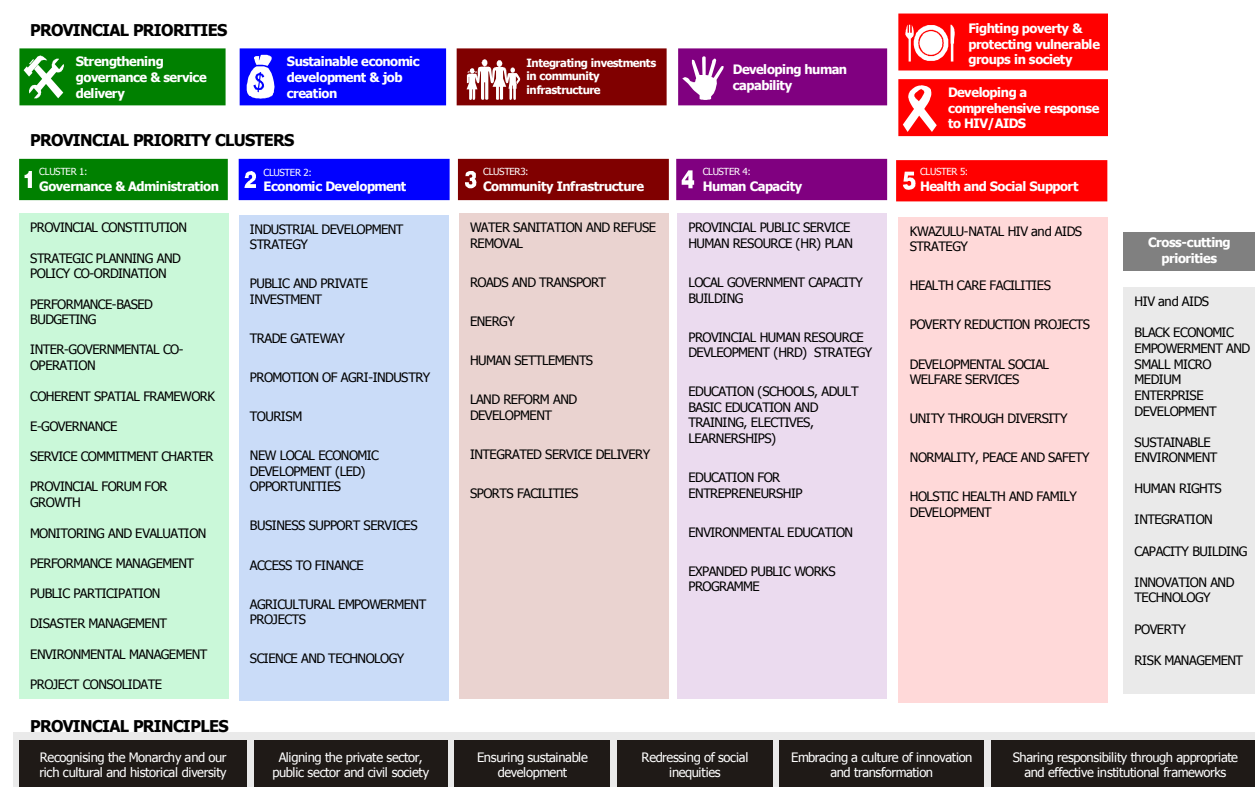
2.13.2 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The PGDS offers a tool through which national government can direct and articulate its strategy and similarly, for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It also facilitates proper coordination between the different spheres of government and aims to prevent provincial departments from acting without the inputs from local government. It enables intergovernmental alignment and guides activities of various role players and agencies (ie. Provincial Sector Departments, Parastatals, Districts and Local Municipalities).

Like the IDP process, the PGDS develops a Vision, Mission and Strategies. Of key importance to the Municipal IDP's, however, are the Provincial Priorities. The Provincial Priorities drive the PGDS programmes, and are derived from the key developmental challenges related to economic and social needs of the province. The provincial priorities are as follows:

- Strengthening governance and service delivery;
- Sustainable economic development and job creation;
- Integrating investment in community infrastructure;
- Developing human capability;
- Developing a comprehensive response to HIV/ Aids; and
- Fighting poverty and protecting vulnerable groups in society.

The Provincial Priorities and Priority Clusters are summarised below:

Figure 18: Summary of the Provincial Growth and Development Strategy


2.13.3 THE PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

i) INTRODUCTION

The PSEDS flows from the PGDS and is intended as a guide to service and to achieve the goals as set out in ASGI-SA which is to halve unemployment and poverty by 2014. Principles of development and growth underpinning the PSEDS are summarised as follows:

- Government has a constitutional obligation to provide basic services to all citizens including health, education, housing, transport, etc.
- All areas of the province require development;
- Certain areas of the province will drive economic growth; and
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/ or economic growth.

The PSEDS therefore sets out to:

- Focus where government directs its investment and development initiatives;
- Capitalize on complementarities and facilitate consistent and focused decision making; and
- Bring about strategic co-ordination, interaction and alignment.

ii) CLASSIFICATION OF AREAS OF ECONOMIC POTENTIAL

Four key sectors have been identified as drivers for economic growth in the province, namely:

- The agricultural sector (including agri-processing) and land reform;
- The industrial sector;
- The tourism sector; and
- The service sector.

It is also noted that:

- The logistics and transport sector (inclusive of rail) in the service sector are important sub-sectors underpinning the growth in all four sectors;
- Substantial and affordable water and energy provision is crucial to the economic growth and development of the province; and
- The classification of potential is shown in a series of maps.

iii) CLASSIFICATION OF AREAS OF POVERTY AND NEED

The PSEDS identifies poverty levels and densities based on the 2001 Census information. Poverty density is a measure of the numbers of people within an area below the poverty level. In terms of their classifications, Newcastle is the third highest municipality in the province behind eThekweni and the Msunduzi municipalities.

iv) CLASSIFICATION OF NODES AND ACTIVITY CORRIDORS

In terms of the classification of nodes provincially, Newcastle is classified as a *Secondary Node* which is an urban centre with good existing economic development and growth potential, and which services the regional economy. In terms of the main categories for potential, the PSEDS identifies the following:

- **Production of high value differentiated goods** which are not strongly dependant on labour costs, and which are focussed on local and global niche markets;
- **Production of labour intensive, mass produced goods** which are more dependant on labour costs, and affordable transport linkages (ie. Agriculture and mining);
- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;
- **Tourism** which is dependant on tourism attractions; and
- **Public service and administration.**

In terms of the classification of activity corridors, the N11 corridor is identified as an existing corridor. The PSEDS does, however, identify a secondary corridor (SC12) which runs between the following three centres, namely Greytown-Msinga- Madadeni. The PSEDS identifies that this corridor has potentials in the following areas:

- **Production of labour intensive, mass produced goods** which are more dependant on labour costs, and affordable transport linkages (ie. Agriculture and mining);
- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;
- **Tourism** which is dependant on tourism attractions; and
- **Public service and administration.**

v) SUMMARY OF HIGH LEVEL CLUSTER PRIORITIES AND OBJECTIVES FOR THE ADM

The PSEDS provides a summary of high level cluster priorities and objectives for the ADM. The plan identifies the following priorities:

a) AGRICULTURE AND LAND REFORM

- Livestock farming: develop livestock farming opportunities in Trust land.
- Support land reform beneficiaries- livestock, game farming and explore others.
- Develop Chelmsford Dam agricultural complex (served by Vryheid Node).

b) TOURISM

- Battlefields Route: development of linkages to benefit previously disadvantaged.
- Drakensburg eco-tourism: develop cultural tourism opportunities with bordering communities.

c) INDUSTRY

- Newcastle industrial townships: provision of world class infrastructure.
- Provide adequate affordable housing and related services.
- Bio-diesel production.
- Coal mining- extension of life of mines and/ or development of alternative opportunities.

d) SERVICES

- Plan Dannhauser and Utrecht to position for investment.
- Provide adequate affordable housing and related services in towns.

2.13.4 THE ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA (ASGI-SA)

i) INTRODUCTION AND BACKGROUND

ASGI-SA is a project driven by the Presidency which attempts to factor in the Second Economy, particularly youth, women, and people with disabilities. ASGI-SA's focus on a set of concrete economic proposals that include a range of initiatives aimed at removing obstacles to economic growth has provided a platform for reviewing strategies for

critical interventions towards sustainable development, and empowerment of the poor and mainstreaming them into the mainstream economy.

The programme goal is the creation of small enterprises and jobs in the Second Economy with a focus on the creation of 1 million jobs over a period of five years. The programme objectives are summarised as follows:

- Increased employment and income for unemployed or underemployed poor people;
- Reduced income gaps in society;
- More productive jobs in villages and small towns to lessen migration to big city slums;
- Economic empowerment of (mainly black) poor women; and
- Address constraints that inhibit economic growth and shared benefits.

The intended outcome of the programme is the establishment of viable and sustainable economic enterprises/ businesses that have scope for growing local economies, thereby creating quality jobs and higher income for individual entrepreneurs, workers and their families.

ii) **LINKAGES TO THE IDP AND ECONOMIC DEVELOPMENT STRATEGIES**

With our agriculturally- dominant economy, the development of an Agricultural Cooperative, consisting of both emerging as well as commercial farmers, and represented on the AFLED Agricultural Sub-committee, would seek to achieve the objectives of ASGI-SA. Such a Cooperative, would seek to, amongst other things, address the following:

- Mentor and training of emerging farmers;
- Link producers to markets;
- The provision of quality control;
- The provision of financial services (ie. Procurement in bulk); and
- Financial management.

Council is fully behind this initiative and it will be pursued further in the 2010/11 financial year.

2.14 CHALLENGES FACING THE DISTRICT MUNICIPALITY

The following key trends and associated causes and effects were identified as part of the NSDP Pilot Project Study and were confirmed with party whips and officials from the DM and the three LM's at a workshop on 20 February 2009. They remain relevant for the 2010/11 IDP Review.

TABLE 63: CAUSE AND EFFECT ANALYSIS (NSDP PILOT PROJECT, 2009)

No.	KEY TREND	CAUSE	EFFECT
1.1	Growing economy with a narrow spatial base.	<ul style="list-style-type: none"> Effect of economic globalisation Insufficient rural entrepreneurship development and support Newcastle positioning itself as a service centre for Northern KZN and NE Free State. Decline of the agricultural industry High degree of economic leakage from rural areas Inadequate transport and telecommunication infrastructure in rural areas Insufficient focus on tourism marketing and development Historical investments and incentives 	<p>POSITIVE</p> <ul style="list-style-type: none"> Decline in the unemployment rate Relatively small urban footprint with associated economies of scale for infrastructure provision. <p>NEGATIVE</p> <ul style="list-style-type: none"> Rural decline Pressure on infrastructure in Newcastle Sensitivity to national and global sector trends Inflation in Newcastle Problems (and opportunities) associated with urbanisation in Newcastle.
1.2	Dominance of manufacturing and community service sectors	<ul style="list-style-type: none"> Historical industrial decentralisation policies Insufficient entrepreneurship development and support for diversification Inflexible land use management system Distance to major market centres Historical natural resource endowment Insufficient focus on tourism marketing and development. Limited focus on non-traditional economic sectors in the ADM such as wholesale and retail, and business services. 	<p>POSITIVE</p> <ul style="list-style-type: none"> Identification of priority LED projects in new industries Introduction of more effective production technologies in Newcastle (steel industry) <p>NEGATIVE</p> <ul style="list-style-type: none"> Sensitivity to global trends in manufacturing Dependence on government activities as source of employment Impact on district economic growth
1.3	Large agricultural areas but limited role in economy.	<ul style="list-style-type: none"> Insufficient support to small scale and emerging farmers High energy prices Unresolved land reform areas Limited private sector investment Limited role of local agricultural beneficiation High crime rate Quality of infrastructure Open economy with cheap agricultural imports Climate change Mainly extensive agricultural activities in district Land degradation 	<p>POSITIVE</p> <ul style="list-style-type: none"> Refocus on high value products Opportunities for growth in agricultural sectors <p>NEGATIVE</p> <ul style="list-style-type: none"> Opportunities for job creation in agriculture and agricultural beneficiation not optimised Reduced supply of agricultural products Negative impact on economic growth and job creation
1.4	High (but declining) unemployment rate	<ul style="list-style-type: none"> Structural changes in key industries Changes on economic/ industrial policies Inflexible labour legislation 	<p>POSITIVE</p> <ul style="list-style-type: none"> Increased level of socio-economic stability and reduction of social problems

No.	KEY TREND	CAUSE	EFFECT
		<ul style="list-style-type: none"> Seasonal and cyclical unemployment Impact of economic globalisation Insufficient skills base Impact of crime on relocation of manufacturing enterprises Decline in textile industries Restructuring of business due to increasing competition Declining population growth rate 	<p>NEGATIVE</p> <ul style="list-style-type: none"> Limited local demand due to low affordability levels Socio-economic problems associated with a high unemployment rate Psychological, material and other problems experienced by unemployed individuals and their families Reliance on social grants
1.5	Large informal sector	<ul style="list-style-type: none"> Inability of the formal sector to create jobs Cheap infrastructure and low input costs Insufficient skills base to engage in formal sector employment Lack of enforcement of municipal by-laws Lack of ongoing entrepreneurship development and support Tax evasion 	<p>POSITIVE</p> <ul style="list-style-type: none"> Opportunities for progression to <i>first economy</i>. <p>NEGATIVE</p> <ul style="list-style-type: none"> Negative impact on existing formal business Earnings often below minimum wage levels Impact on municipal infrastructure Loss of tax revenue to government Illegal activities and occurrence of undesirable social and economic externalities and insufficient consumer protection Potential impact on foreign investment.
1.6	Low affordability levels and income leakage from the district	<ul style="list-style-type: none"> High unemployment rate Limited skills base (therefore low wages) Consumer culture characterised by demand for imported luxury goods Impact of remittances sent to members of extended families in rural areas and possibly foreign countries Relative high living costs 	<p>NEGATIVE</p> <ul style="list-style-type: none"> Many households unable to meet their basic needs Negative impact on demand for local consumer goods and services Out-flow of income/ capital Reduced economic multiplier effect
2.1	Decline in population growth rate	<ul style="list-style-type: none"> Out migration from district Limited export opportunities Declining birth rate Higher mortality rate due to the effects of HIV/ Aids 	<p>POSITIVE</p> <ul style="list-style-type: none"> Reduced competition for lower skilled job opportunities <p>NEGATIVE</p> <ul style="list-style-type: none"> Impact on available resource base Human capital flight and smaller consumer base Problems related to urbanisation at migration destination
2.2	High but declining HIV/ Aids rate	<ul style="list-style-type: none"> Mother-to-child transmission Impact/ quality of IV/ Aids programmes. Possible language barriers. Lack of continuity. Presence of migrant workers Poverty Proportional increase in youth relative to total population (more vulnerable age category) 	<p>NEGATIVE</p> <ul style="list-style-type: none"> Psychological impact (on individuals) Impact on long-term infrastructure planning. Pressure on healthcare system Pressure on social welfare system Impact on families Restricted economic growth Demographic changes Impact on education Increased demand for burial space/ cemeteries and growth of informal cemeteries.

No.	KEY TREND	CAUSE	EFFECT
2.3	Limited skills base in the district	<ul style="list-style-type: none"> ▪ Social factors such as expectations, parental involvement and absence of parents ▪ Lack of entrepreneurial spirit ▪ Low levels of pre-school attendance and early childhood development ▪ Historical factors ▪ Insufficiently qualified teachers ▪ Poor healthcare and malnourishment ▪ Relocation of skills to larger urban areas ▪ Lack of computers and technology in education ▪ Low level of education amongst parents 	<p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Growing informal sector ▪ Increasing skills shortage and gap ▪ Negative impact on economic growth ▪ Reduced competitiveness ▪ Reduced levels of income ▪ High levels of income inequality
2.4	Comparatively high but stagnant HDI	<ul style="list-style-type: none"> ▪ Growing unemployment ▪ Jobless growth ▪ Limited natural resources 	<p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Stagnating living standards ▪ Impact on crime levels
2.5	Increasing levels of income inequality	<ul style="list-style-type: none"> ▪ Differences in individual capabilities ▪ Differences in levels of willingness to take risks ▪ Differences in motivation and personality factors ▪ High dependency ratio ▪ Labour market practices ▪ Differences in levels of willingness to get involved in crime ▪ Differences in levels of education and training ▪ Low skills levels 	<p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Exclusivity ▪ Psychological impacts ▪ crime
2.6	Slow decline in poverty levels	<ul style="list-style-type: none"> ▪ Slow decline in unemployment ▪ Poor trapped in the poverty cycle ▪ Insufficient education and low skills levels ▪ Ill health ▪ Absence of main income earner ▪ Limited natural resources 	<p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Continued human suffering and distress associated with poverty ▪ Insufficient human capital development ▪ Impact on crime levels
2.7	High but improving crime levels	<ul style="list-style-type: none"> ▪ High poverty levels ▪ Location on main roads "imports" crime from other areas ▪ High levels of income inequality ▪ Effectiveness of community structures ▪ HIV/ Aids orphan generation ▪ Influence of the media ▪ Efficiency of the police force ▪ Organised crime ▪ Breakdown of family structures 	<p>POSITIVE</p> <ul style="list-style-type: none"> ▪ Increased investment ▪ Increased productivity and job generation ▪ Increased mobility ▪ Increased levels of trust in fellow community members and government ▪ Improved community morale ▪ Retention and even in-migration of skilled workers ▪ Reduction in costs of living ▪ Fair criminal justice system <p>NEGATIVE</p> <ul style="list-style-type: none"> ▪ Reduced investment ▪ Lost productivity and reduced generation of income ▪ Restriction of mobility ▪ Creation of fear, anxiety and stability within communities ▪ Reduced community morale ▪ Out-migration of skilled workers ▪ Greater financial burden on households ▪ People take the law into their own hands

No.	KEY TREND	CAUSE	EFFECT
3.1	Low levels of connectivity (transport, telecommunication)	<ul style="list-style-type: none"> Limited municipal and provincial resources for capital investment Limited relevant skills in district Geographically dispersed population in rural areas Limited coverage by telecommunication infrastructure Topographical and physical challenges Impact of crime (ie. Theft of cables) 	NEGATIVE <ul style="list-style-type: none"> High transportation costs Negative impact on economic growth Geographical isolation Road safety risks Digital divide
3.2	Improving levels of access to basic services	<ul style="list-style-type: none"> Focus on eradication of backlogs Targeted resource allocation Complexity of services Geographically dispersed population in rural areas 	POSITIVE <ul style="list-style-type: none"> Improved community stability Improved public health Improved living conditions Improved education levels
4.1	Low levels of capital investment and high staff per capita ration	<ul style="list-style-type: none"> Limited municipal income base Possible sub-optimal allocation of funding Ability to retain and attract necessary skills 	POSITIVE <ul style="list-style-type: none"> Ability of ADM to spend allocated grants could serve as motivation for additional funding NEGATIVE <ul style="list-style-type: none"> Inadequate service delivery Deteriorating municipal infrastructure due to lack of maintenance Impact on customer service

2.15 SUMMARY OF PRIORITY NEEDS

The priority needs have been addressed in the following sections of the IDP:

TABLE 64: IDP PRIORITY NEEDS

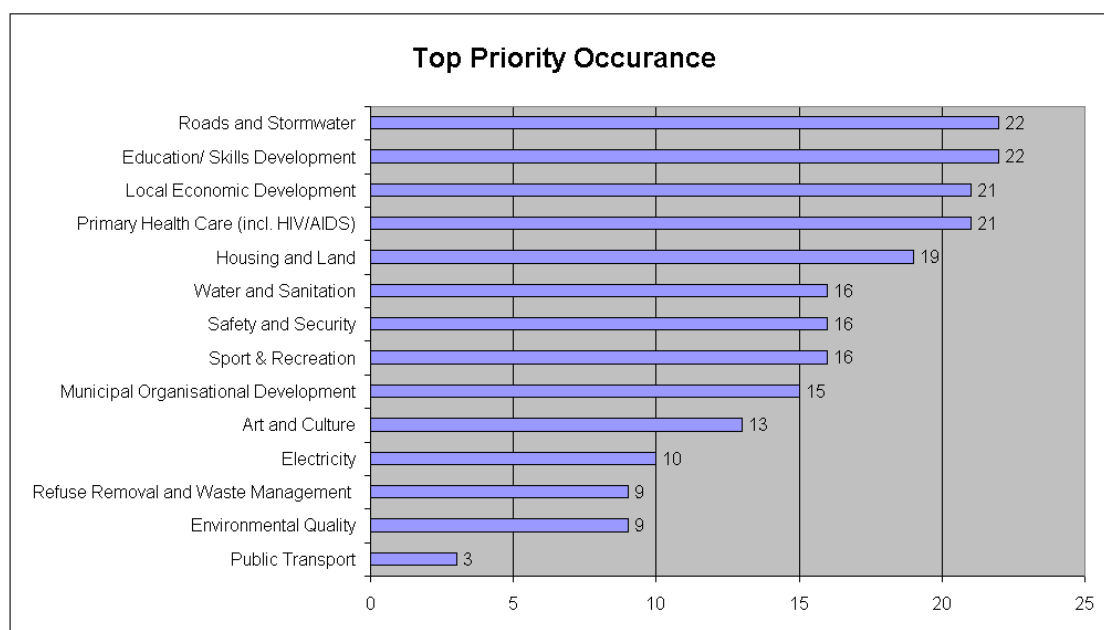
PRIORITY	ISSUE
1	Economic Development
2	Integrated Service Delivery
3	Social Facilitation and Development
4	Institutional and Governance
5	Municipal Planning
6	Environmental Management

The priority issues for the three LM's are as follows:

i) NEWCASTLE

The prioritised key issues from ward committee engagements are as follows:

FIGURE 19: Newcastle Priority Issues (2010)



ii) DANNHAUSER

The key issues for Dannhauser, in no prioritised order, are as follows:

- Water;
- Electricity;
- Implementation of an organisational PMS;
- Revision of the Spatial Development Framework;
- Clarifying the role of Traditional Councils as well as CDW's; and
- Implementation of the IDP.

iii) **EMADLANGENI**

The key issues for the eMadlangeni municipality are as follows:

- Water and Sanitation;
- LED and Job Creation;
- Access Roads; and
- Institutional Development.

2.16 GROWTH POTENTIAL AND CONSTRAINTS TO DEVELOPMENT OPPORTUNITIES IN THE ADM

2.16.1 AREAS OF GROWTH POTENTIAL

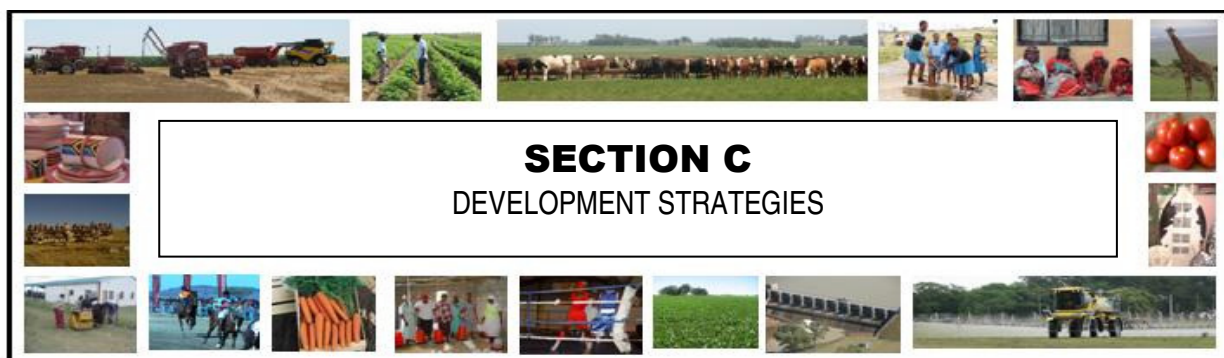
Areas of growth potential identified include:

- Battlefield development and Amajuba Tourism Route.
- The Amajuba Birding Meander.
- The development of tourism opportunities around the proposed Ncandu River Dam.
- The development of the D96 corridor into a Midlands Meander-type development.
- The development and planning for the identified Dunblaine Tourism Node.
- The development of the old Casino complex into DM level sporting complex.
- The further development of the Balele Nature Reserve at Utrecht.
- The development of the Utrecht Fly-fishing Meander.
- The development of a proposed residential estate at the Newcastle Golf Course.
- The development of dams along the Buffalo River Catchment which will open up large portions of the tribal areas for irrigation.
- The Development of an Agric Hub which will be linked to the Dube Trade Port.
- The development of opportunities along the MR483 Corridor linking the CBD to Madadeni and Osizweni.
- The implementation of the Urban Renewal Programme in the Newcastle CBD.
- The development of a new Mall adjacent to the new Casino.
- The development of housing projects as part of the implementation of the Housing Plans for the three LM's.
- The development of the Amajuba Hydroponic Techno Park.
- The identification of Newcastle as an Industrial Development Zone (IDZ).
- The development of the following areas of agricultural potential:
 - **Dairy:** The further development of the dairy industry to focus on the export of milk, cheese, powdered milk, yogurt and fruit juices.
 - **Soya:** The processing of Soya to create Bio-diesel and Soya Meal.
 - **Vegetables:** The Specialised production of vegetables through the use of tunnels.
 - **Beef:** Feedlot development.
 - **Dams:** Sites are being looked at for storage to increase the irrigable land and further develop the above.

2.16.2 CONSTRAINTS TO DEVELOPMENT

The following constraints to development have been identified:

- The high levels of HIV and Aids;
- A skills shortage due to the inability to attract sufficiently skilled people to the District;
- A mobile work-force leading to high staff turn-overs;
- The need for bursary schemes to be offered in the work-places to develop and retain skills;
- Funding shortages existing hampering the ability of municipalities to address backlogs;
- An inadequate allocation of funds to the DM through the Equitable Share process;
- The levels of crime; and
- A lack of access to information by rural communities.



3.0 STRATEGIES

3.1 INTRODUCTION

The ADM's Vision, Mission and Values were reviewed as part of the 2007/8 IDP process and have largely remained unchanged. The strategies, however, have been reviewed as part of this round of the IDP review so as to ensure the following:

- Relevance due to changing circumstances;
- Better alignment with the SDBIP;
- Alignment with sector plans;
- Alignment with the new national and provincial priorities;
- Alignment with the NSDP; and
- Alignment with the PGDS and PSEDS.

3.2 VISION, MISSION & OBJECTIVES FOR THE AMAJUBA DISTRICT MUNICIPALITY

3.2.1 VISION

Amajuba will be a fully developed district, with a vibrant and sustainable economy, a better quality of life, preserved within its own cultural and traditional values.

3.2.2 MISSION

The Amajuba District Municipality will through good governance and management, strive to achieve its vision, within the legal framework by:

- Promoting shared and integrated service delivery
- Creating an enabling environment for economic development
- Increasing opportunities for previously disadvantaged communities
- Providing and maintaining integrated, affordable, equitable and sustainable services
- Facilitating access to land and social services
- Promoting development of a safe and healthy environment, and
- Effective planning of infrastructure and technical services

3.2.3 VALUES

The following values to be followed by the organisation were identified:

- **Accountability**
We will discharge our responsibilities with the appreciation that we are public servants and will hold ourselves accountable to them.
- **Transparency**
We will make the necessary information available to our stake holders.
- **Democracy**
We will consult our stakeholders as prescribed.
- **Developmental Approach**
We will seek, develop and implement solutions that will contribute to the development of our society.

3.3 DEVELOPMENT STRATEGIES

3.3.1 BACKGROUND

The strategies for the ADM were reviewed during this round of the review to ensure that they linked to the new national and provincial priorities, to ensure better alignment with the SDBIP, and to ensure their relevance due to changing circumstances. Attention was also given to make sure that they are still aligned to the NSDP, PGDS and PSEDs.

The strategies were confirmed with EXCO and Party Whips at a workshop on 5 March 2010.

3.3.2 OUTCOMES OF THE GROWTH AND DEVELOPMENT SUMMIT

The ADM was scheduled to hold its Growth and Development Summit before the end of the 2009/10 financial year. This IDP is aligned with the outcomes of the 2009 summit and the final IDP will be aligned with the outcomes of the 2010 summit.

3.3.3 ALIGNMENT WITH THE PGDS AND NSDP

Last year's and this year's IDP are fully aligned with the NSDP and PGDS and this can be seen below where the columns of the table reflect the corresponding NSDP and PGDS reference numbers. Through the NSDP pilot project, strategies that were missing from previous year's IDP strategic framework have been highlighted and included into the IDP.

3.4 FOCUS AREAS

The following focus areas are fundamental to the advancement of the communities of the ADM and have thus been highlighted accordingly.

FOCUS AREA: SUPPORT TO SMME'S

The ADM has developed a five year training plan for SMME's addressing all the identified skills shortages such as artisans, business management, HACCP and ISO, etc. This will address the identified skills and capacity shortages in the ADM.

The ADM is currently developing trade points for emerging businesses and SMMEs in order for them to access markets to conduct business. This will be addressed through the development of the *Amajuba Agric Hub* and *Regional Market*. This will link them to export markets such as Dube Trade port and City Deep.

Linkages to Trade points for crafters markets are already in place for export opportunities some products are currently being exported to Reunion Island and other overseas markets.

A comprehensive database of co-operatives and SMME's has been developed so as to facilitate greater coordination amongst stakeholders. These structures are also represented on AFLED.

The ADM has established an ICT Forum consisting of the Chambers of Commerce, key government departments who have an ICT focus, and the municipalities. The project will include the development of an incubator to develop and train people in ICT with a particular focus on LED and SMME development. Small programme developers will be encouraged to write programmes required by local business and government agencies in the ADM. A potential site for the incubator has been identified at the Majuba FET college and linkages will be created with existing ICT programmes at the campus.

FOCUS AREA: STRATEGIES TO DEVELOP THE SECOND ECONOMY

Poverty Alleviation Strategy

The ADM has developed a strategy for the implementation, monitoring and evaluation of poverty alleviation programmes. All departments that are participating in poverty alleviation programmes have contributed to the policy in order to align and coordinate poverty alleviation in the DM.

Training

Poverty alleviation projects are aimed at empowering entrepreneurs to create projects linked with the ADM LED Strategy, and the five year training plan for SMME's to ensure the development of the entrepreneur.

Alignment of FETs training and development programmes with the ADM Sector Plans to ensure employment opportunities and entrepreneur development.

Conduct educational tours for entrepreneurs to be exposed to opportunities outside of the district and establish support networks.

Projects

The ADM is planning projects that will absorb current small businesses into the main stream economy. These projects include the Techno Park and tomato processing, Soya production and processing, tannery, deboning plant, abattoirs, feedlots, medicinal plants and herbs, aquaculture, mushrooms, irrigated vegetable production and Mining.

During the 2009/10 financial year, the ADM has assisted emerging farmers to establish no-till planting operations based on models observed in Argentina. During this financial year, 2 000 ha of soya have been planted and it is anticipated that a further 12 000 ha will be planted in the 2010/11 financial year. It must be noted that most of these lands are in the tribal areas and recently settled land reform projects where up to now the production levels have been marginal and lands have been standing fallow. The soya produced through these projects has been purchased by SAFEX through initiatives from the ADM thereby ensuring sustainability and the growth of the emerging farmers. The vision for this soya project is to develop 20 000ha of soya within the ADM to supply the biofuel plant which is currently being established in Newcastle.

During the 2009/10 financial year, the ADM has assisted emerging farmers in planting 68 ha of pumpkins, potatoes, butternuts and dry beans on lands in the tribal areas and recently acquired land reform areas. These areas are currently being developed under irrigation and winter crops such as broccoli, cauliflower, beetroots, onions, carrots, and cabbage are currently being planted. As with the soya, no-till and seedling planting techniques observed in Argentina are being utilised.

Aquaculture and aquaponics are currently being developed in a project in the eMadlangeni municipality to supply the prisons in the ADM. Tilapia are being reared and the grey water is being utilised to produce vegetables. This project has a huge potential to grow and to supply the DM's markets with protein and vegetables.

FOCUS AREA: 2010 AND BEYOND

The ADM is not a 2010 Base Camp and as such will only benefit indirectly from the 2010 games through tourism and the likes.

ACCOMMODATION

The ADM is currently assisting BEE and PDI accommodation establishments to obtain their gradings thereby assisting them to tap-in to the anticipated influx of visitors for 2010. Support provided by the ADM includes:

- Training operators on how to effectively market the new establishments and networking and linking- in with existing tourism operators and establishments.
- Training on business skills, tourism tour kits and hosting (ie. SA Hosting).

DEVELOPMENT OF TOURISM RESOURCES

- Facilitating the establishment of a tourism Gateway Hub at the northern entrance to Newcastle alongside the Volksrust and Memel roads, as part of the northern node identified in the Newcastle and Amajuba SDF's.
- The ADM is facilitating land owners to establish and market themselves as fly-fishing destinations.
- The development of the Northern Natal Birding Route with funding from the ADM to serve as an alternative attraction for outdoor loving visitors to the 2010 World Cup.
- Marketing the ADM as a premier hunting destination for 2010 visitors.

FACILITY ESTABLISHMENT

- The establishment of centrally located fan-parks to broadcast key games in open-air and under-cover surroundings.
- Linked to the fan-parks, the ADM will be facilitating the establishment of SMME operators to sell memorabilia as well as food and beverage.

FOCUS AREA: YOUTH

1. Background

The establishment of youth development structures at the ADM was in accordance with the enacted policies for youth development in South Africa including the following:

- National Youth Development Policy Framework (2002-2007)
- National Youth Service Programme
- National Youth Commission Act
- KZN Provincial Youth Commission Act 2005
- District Integrated Development Plan

2. Previous Structural Processes

- Previously a district youth council was established in 2003 but the structure was then dissolved due to various reasons.
- As from 2004 to 2005 the ADM had no youth coordinator and as a result youth development programmes lagged behind.
- With the appointment of a youth coordinator things improved dramatically and a youth council was established.

3. Youth Audit

- After March 2006 a new political leadership was elected at the district.
- The newly appointed leadership undertook a district youth audit to ascertain the existence of youth organisations in the district, both political and youth servicing organisations.
- In August 2006 a district youth audit was conducted by the KZN Youth Commission.
- The audit report then indicated and recommended that Amajuba should have a Youth Affairs Committee before the establishment of a District Youth Unit. The report also gave recommendations as to how the two youth structures could be established.

4. Establishment of a District Youth Affairs Committee (YAC)

The YAC is composed as follows:

- Youth councillors from local municipalities and the district municipality.
- The composition of the committee should consider gender equity, and proportional representation of political parties represented in the district council.

5. Establishment of a District Youth Unit (DYU)

The DYU is composed as follows:

- Government departments within the district.
- Youth representatives from youth political parties in the district council.
- Councillors from local municipalities represented in the youth affairs committee.
- Youth coordinators from all local municipalities.
- Representatives from local youth units.
- District youth coordinator.
- Representative from Traditional leaders.
- District Mayor as portfolio and preceding councillor.
- Representative from disabled people.

6. Current Status for the 2008/9 Financial Year

- All structures are currently established and functional.
- Both meet regularly as the need arises.
- Workshops and youth-related functions are regularly held.

7. Youth Strategies

- See Table on page 159 of the IDP.

FOCUS AREA: GENDER

1. Background

The Constitution of the Republic of South Africa places a duty on the State at all levels to protect, promote and fulfil the human rights in the Bill of Rights. More specifically, the implementation of a human rights based approach to service delivery and development in KZN is the duty of both the provincial and local spheres of government. It is on this note that the establishment of a district gender coordinating structure, to plan and coordinate gender based activities and programmes, is a major priority in the ADM. The approach taken by the ADM is informed by the following key documents:

- National Policy Framework on Gender Equity and Balance.
- National and Provincial policy on Respect and Protection of Human Rights.
- National constitution: Bill of Rights.
- District Integrated Development Plan.

2. Establishment: District Gender Machinery

The gender structure created by the ADM consists of:

- Representatives from all government departments within the district.
- A councillor from each local municipality.
- A councillor from the District Municipality.
- Gender focal persons from all local municipalities within the district.
- District mayor as a portfolio councillor.
- District gender focal person.
- Traditional leaders.

Total recommended number: 21 depending on the number of stakeholders

3. Current Status

At present all three structures are established for gender equity and redress programmes, that is,

- Amajuba District Gender Steering Committee consisting of all female councillors from the DM's council and one female councillor representative from each local municipality.
- The ADM's Gender Machinery consisting of the members of the steering committee, all female councillors from the district and local municipalities and representatives from government departments within the district.
- The District Gender Forum is also established.

4. Gender Strategies

- See table on pages 159 of the IDP.

3.5 AMAJUBA STRATEGIC FRAMEWORK

TABLE 65: AMAJUBA STRATEGIC FRAMEWORK WITH THREE TO FIVE YEAR FOCUS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
OFFICE OF THE MUNICIPAL MANAGER										
MM1	MM	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-10
MM2	MM	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers of the Office of the Mayor	Departmental Action Plans for Middle Manager in the Office of the Municipal Managers	Section 57 Managers or Departmental KPIs	Sep-10
MM3	MM	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing
MM4	MM	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Ensure the municipality has adequate financial resources &	Manage the organisation within the budgetary and policy	Implement effective expenditure control measures within the budget	Internal financial controls that reflect data to date	Ongoing

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
						controls to meet the annual performance objectives of the district	frameworks of the municipality	allocated to the department		
MM5	MM	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Mananagement Committee (ManCo) meetings	-	Monthly
MM6	MM	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly
MM7	MM	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Organisational staff meetings	-	Quarterly
MM8	MM	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Review the organisational structure and policies of the municipality in line with the strategic &	Reviewed Organisational Structure by September	Existing Policies and Amajuba DM's IDP	Sep-10

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
							operational requirements			
MM9	MM	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of senior managers	Performance contracts of MM approved by Mayor and of Senior Managers by the MM	-	Sep-10
MM10	MM	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of senior managers	Assessment of Section 57 Managers	Performance Agreements	Quarterly
MM11	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Draft Adjustment Budget submitted to Council	Budget 2009/10	Feb-11
MM12	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	2010/11 Budget submitted to Council	-	annually by end of June 2010

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
MM13	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of Sect 71 report	-	Monthly
MM14	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of Sect 72 report	-	Annually
MM15	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of DORA report	-	Annually
MM16	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Devise and implement corrective measures to address AG queries	-	Jan-10

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
MM17	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Reports to EXCO on uThukela Water	-	ongoing
MM18	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Ensure preparation and timeous submission of annual financial statements to Auditor General	-	annually by end of Aug 10
MM19	MM	n/a	Good Governance and Public Participation	Sustainable resource management	Good Governance	Maintain ongoing intergovernmental relations among the three spheres of government	Establish and maintain forums that meet regularly in order to ensure sound relations between the ADM and local councils, service providers and other government and non-government organisations	Maintenance of the Municipal Manager's Forum	-	ongoing

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
MM20	MM	n/a	Municipal Financial Viability and Management	International co-operation	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	attendance/ represented at quarterly audit committee meetings	-	Quarterly
MM21	MM	0110/4465/0000	Good Governance and Public Participation	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Report on Mayors Discretionary Fund	Powers and Functions of Municipality	Jun-10
MM22	MM	0110/4466/0000	Good Governance and Public Participation	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Report on Mayoral Projects	Powers and Functions of Municipality	Jun-10
MM23	MM	0110/4453/0000	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Consideration of reports and queries from internal auditors and ensuring continuous functioning of the internal audit unit	-	Quarterly

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
MM24	MM	0110/4472/000 0	Good Governance and Public Participation	Cohesive and sustainable communities	Create image of new administration	To ensure good public relations as well as effective events management and marketing for the municipality	Corporate Image and marketing	Design and stock corporate materials for marketing of the ADM	Existing corporate gifts	Jun-10
MM25	MM	0110/4403/000 0	Good Governance and Public Participation	Cohesive and sustainable communities	Create image of new administration	To ensure good public relations as well as effective events management and marketing for the municipality	Ensure good relations with the press	Prepare and submit press statements on specific events and projects	-	Ongoing
MM26	MM	n/a	Good Governance and Public Participation	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Draft Annual Report presented to the Mayor for tabling to Council	2008/09 AR	Jan-11
MM27	MM	n/a	Good Governance and Public Participation	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Oversight report and AR tabled at Council for approval without reservations	-	Apr-11

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
MM28	MM	0110/4462/000 0	Good Governance and Public Participation	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Submit MFMA compliant AR to both Provincial and National Treasury	2008/09 AR	Apr-11
MM29	MM	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action fro government with timeframes	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	Approved IDP submitted to the DLG&TA	2009/10IDP	Jun-10
MM30	MM	0190/4468/000 0	Good Governance and Public Participation	Skills and human resource base	Present a practical, measurable program of action fro government with timeframes	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of the municipality	PMS Review	Existing Policy	Aug-10
MM31	MM	0190/4467/000 0	Good Governance and Public Participation	Cohesive and sustainable communities	Present a practical, measurable program of action fro government with timeframes	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	IDP Review	-	Jun-10
MM32	MM	n/a	Municipal Institutional	Skills and human resource base	Good Governance	To ensure progressive			-	end May 2010

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
			Development and Transformation			compliance with institutional and governance requirements by 2015	Whips meeting to deliberate Deputy Mayor election successfully held and Deputy Mayor elected			
MM33	MM	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Councillors workshoped on their oversight role		-	end May 2010
MM34	MM	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To maintain ongoing intergovernmental relations among the three spheres of government	Public Participation Strategy developed		-	end May 2010
CORPORATE SERVICES										
COR1	CORP	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	-	Sep-10

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
COR2	CORP	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Sep-10
COR3	CORP	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing
COR4	CORP	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	-	Quarterly
COR5	CORP	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	-	Quarterly

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
COR6	CORP	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly
COR7	CORP	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 21015	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Update the Skills Database for the DM staff	-	Jun-11
COR8	CORP	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 21015	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Update the Skills Database for the DM staff	-	Jan-11
COR9	CORP	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Review of Workplace Skills Plan for the ADM	Previous Plan	Oct-10

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
COR10	CORP	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Update Employment Equity Plan and submit reports to DoL	EE Plan	Oct-10
COR11	CORP	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Deal effectively with community queries, concerns and complaints to ensure customer satisfaction	11 KZN Batho Pele Principles	ongoing
COR12	CORP	n/a	Good Governance and Public Participation	International co-operation	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Coordinate, manage and provide administrative support to ExCo and Council meetings	Municipal Structures Act, sect 29 & 50	Jun-11

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
COR13	CORP	0120/4441/000 0	Municipal Institutional Development and Transformation	Improving the nations health profile	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Occupational Health and Safety (OHS) Administration	OHS policy	monthly
COR14	CORP	n/a	Good Governance and Public Participation	Improving the nations health profile	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Ensure Council minimal legal proceedings against it and less legal costs	policies on leagal services procedures	bi-yearly
COR15	CORP	n/a	Good Governance and Public Participation	Creation of decent work and economic growth	Caring and human government	To ensure cleanliness of Council Building to be in line with health and safety standards to avoid health hazards and to promote the image of Council	Undertake developmental business planning and streamline business processes to meet council and community needs	Municipal Administration General Support - Cleaning and Gardening	-	Ongoing
COR16	CORP	n/a	Good Governance and Public Participation	Creation of decent work and economic growth	Caring and human government	To ensure cleanliness of Council Building to be in line with	Undertake developmental business planning and	Property Management	-	Ongoing

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
						health and safety standards to avoid health hazards and to promote the image of Council	streamline business processes to meet council and community needs			
FINANCIAL SERVICES										
FIN1	FIN	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-10
FIN2	FIN	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Job descriptions of Middle Managers	Job descriptions for Middle Managers	Section 57 KPIs	Sep-10
FIN3	FIN	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing
FIN4	FIN	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Ensure the municipality has adequate financial	Manage the organisation within the budgetary and	Implement effective expenditure control measures	Internal financial controls that reflect data to date	Ongoing

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
						resources & controls to meet the annual performance objectives of the district	policy frameworks of the municipality	within the budget allocated to the department		
FIN5	FIN	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	-	Quarterly
FIN6	FIN	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	-	Quarterly
FIN7	FIN	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly
FIN8	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Full compliance with Chapter 11 of the MFMA (SCM)	Compliance with Chapter 11 of the MFMA	SCM Plan	Ongoing

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
						2015				
FIN9	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To manage expenditure, cash and investments	Monitoring of expenditure and cash flow position on a regular basis	Expenditure Management - cash and investments	-	Quarterly
FIN10	FIN	n/a	Municipal Financial viability and Management	Sustainable resource management	Good Governance	To monitor budgetary compliance	Monitoring of votes status	Budget monitoring	-	Quarterly
FIN11	FIN	n/a	Municipal Financial viability and Management	Sustainable resource management	Good Governance	To monitor adherence to annual cash flow plan	Monitor cash position against planned position	Monitoring of differences between cash flow and actual	-	Ongoing
FIN12	FIN	n/a	Municipal Financial viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Production of monthly income and expenditure and balance sheet reports	Annual Financial Statements ready for audit by 30 August as per MFMA	No record of previous non-compliance	Aug-09
FIN13	FIN	n/a	Municipal Financial viability and Management	Sustainable resource management	Good Governance	Compliance with MFMA	Prompt preparation of reports after month end closure	National Treasury/In year reporting	Monthly reports are lagging one month behind deadline.	Monthly

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
FIN14	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of Sect 72 report	-	Annually
FIN15	FIN	n/a	Municipal Financial viability and Management	Sustainable resource management	Good Governance	Compliance with MFMA	Prompt preparation of reports after month end closure	National Treasury/In year reporting	-	Ongoing
FIN16	FIN	n/a	Municipal Financial viability and Management	Sustainable resource management	Good Governance	Compliance with relevant guidelines	Implement Municipal Finance Management Internship Programme (MFMP)	Finance management reform in compliance with the Municipal Financial Management Internship Programme (MFMP)	No structured programme in place	Ongoing
FIN17	FIN	n/a	Municipal Financial viability and Management	Sustainable resource management	Good Governance	Compliance with legislation	Monitor budget process deadlines in relation to the MFMA	Budget Quality	As per MFMA	Ongoing
FIN18	FIN	n/a	Municipal Institutional Development and Transformation	Sustainable resource management	Good Governance	Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Establish an asset register	Non GRAP compliant asset register in place	Ongoing

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
FIN19	FIN	n/a	Municipal Institutional Development and Transformation	Sustainable resource management	Good Governance	Safeguard Council assets	Insure all assets with material values	Insurance/Risk management	Policy in place but not been checked for adequacy of cover	Ongoing
FIN20	FIN	0401/0199/0000	Municipal Institutional Development and Transformation	Sustainable resource management	Good Governance	Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Management of the Fixed Asset Register	Fixed Asset Register (FAR)	Ongoing
FIN21	FIN	0130/1607/0000	Municipal Institutional Development and Transformation	Sustainable resource management	Good Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	To promote and support reforms in financial management by building the capacity in municipalities to implement the MFMA	Proper implementation of the MFMA requirements	-	Jun-11
FIN22	FIN	0130/4512/0000	Good Governance and Public Participation	Cohesive and sustainable communities	Inclusive Government	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	Budget & IDP Roadshows	-	Annually before end of May 2011
FIN23	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and	Ensure effective management of the municipality and its	Draft Adjustment Budget 2009/10 submitted to Council	Budget 2009/10	Feb-11

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
						governance requirements by 2015	functionaries			
FIN24	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	2010/11 Budget submitted to Council, National Treasury and Provincial Treasury	-	annually by end of June
FIN25	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of MFMA report	-	Annually
FIN26	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Devise and implement corrective measures to address AG queries	-	Apr-11
FIN27	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good governance	To ensure progressive compliance with institutional and governance requirements by 2015	Reviewed Risk Identification Plan		-	July-10

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
FIN28	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good governance	To ensure progressive compliance with institutional and governance requirements by 2015	Adequate implementation of 12 Month Calendar Plan	Implement 12 Month Calendar Plan	-	Dec-2010
COMMUNITY SERVICES										
COM1	COMM	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-10
COM2	COMM	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Sep-10
COM3	COMM	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing
COM4	COMM	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Ensure the municipality has adequate	Manage the organisation within the	Implement effective expenditure	Internal financial controls that reflect data to date	Ongoing

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
						financial resources & controls to meet the annual performance objectives of the district	budgetary and policy frameworks of the municipality	control measures within the budget allocated to the department		
COM5	COMM	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	-	Quarterly
COM6	COMM	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	-	Quarterly
COM7	COMM	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly
COM8	COMM	0406/0341/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure greater accessibility for communities in the District	Ensure greater accessibility for rural communities	Source funding for implement of recommendation s of Public Transport Plan	Public Transport Plan	Jun-11

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
								i.t.o the white paper on the Provincial Transport Policy		
COM9	COMM	0205/4490/000 0	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Functionality of District Disaster Management Centre	Compile and implement Disaster Management Centre business plan	-	Quarterly
COM10	COMM	0205/4491/000 0	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Establish and maintain a fully functional disaster management services	Recruit and maintain disaster management volunteers and capacitate communities	-	ongoing

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
COM11	COMM	0205/4492/000 0	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functional disaster management services	Compile and implement the Disaster Management Plan	-	ongoing
COM12	COMM	0205/4530/000 0	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functional disaster management services	Disaster Relief Interventions	-	Jun-11
COM13	COMM	0205/4493/000 0	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and	Maintain a fully functional disaster management services	Provide Fire Fighting vehicles for Emadlangeni and Dannhauser municipalities	-	ongoing

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
						facilitate post recovery activities				
COM14	COMM	0125/4446/000 0	Good Governance and Public Participation	Improving the nations health profile	Caring and human government	To contribute towards the achievement of universal access to social services by 2015	Facilitate the implementation of the HIV & AIDS plan	Institution of HIV & Aids activities and programmes in consultation with the HIV & Aids Council	HIV & AIDS Plan	Ongoing
COM15	COMM	0125/4444/000 0	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	To contribute towards the achievement of universal access to social services by 2015	Facilitate access of social services to all communities	Environmental Health Services	-	Ongoing
COM16	COMM	0125/4422/000 0	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	To contribute towards the achievement of universal access to social services by 2015	Facilitate the promotion of scarce sport codes in identified areas	Establishment and implementation of programmes to promote sports and recreational	-	Jun-11

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
COM17	COMM	0125/4463/0000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate youth empowerment programmes	Youth matters (Youth Summit, Youth day celebration)	-	Jun-11
COM18	COMM	0155/0000/0000	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action fro government with timeframes	To facilitate the effective operation of the Thusong Service Centre in the municipality	Roll-out of the Thusong Service Centre in the ADM	Thusong Service Centre	-	Jun-11
COM19	COMM	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action fro government with timeframes	To facilitate the effective operation of the Thusong Service Centre in the municipality	Maintain a fully functional Thusong Service Centre	Signing of the rental agreements - Thusong Service Centre	-	Jun-10

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
COM20	COMM	0110/4439/000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	To contribute towards the achievement of universal access to social services by 2015	Facilitation of senior citizens programmes	Report on Senior Citizens Programmes	-	Jun-11
COM21	COMM	0110/4442/000 0	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	To contribute towards the achievement of universal access to social services by 2015	Facilitate programmes that promote the rights of women, children and the disabled	Run activities for people living with disability	-	Jun-11
COM22	COMM	0110/4464/000 0	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate programmes that promote the rights of women, children and the disabled	Gender and Children matters	-	Jun-11
COM23	COMM	0110/4469/000 0	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	To contribute towards the achievement of universal access to social services	Facilitate arts and culture activities in the Amajuba District	Arts and Culture	-	Jun-11

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
						by 2015				
PLANNING AND DEVELOPMENT SERVICES										
P&D1	PD	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-10
P&D2	PD	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Sep-10
P&D3	PD	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing
P&D4	PD	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Ensure the municipality has adequate financial	Manage the organisation within the budgetary and	Implement effective expenditure control measures	Internal financial controls that reflect data to date	Ongoing

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
						resources & controls to meet the annual performance objectives of the district	policy frameworks of the municipality	within the budget allocated to the department		
P&D5	PD	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to MM	-	quarterly
P&D6	PD	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	-	Quarterly
P&D7	PD	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly
P&D8	PD	n/a	Municipal Institutional Development and Transformation	International co-operation	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that the IT requirements of ADM are met	ICT support to ADM staff	-	Ongoing

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
						2015				
P&D9	PD	n/a	Municipal Institutional Development and Transformation	International co-operation	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that the IT requirements of ADM are met	ICT support to Dannhauser and Emadlangeni Municipalities	-	Ongoing
P&D10	PD	n/a	Municipal Institutional Development and Transformation	International co-operation	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that the IT requirements of ADM are met	Administer the Amajuba ICT Forum	Existing forum	Quarterly
P&D11	PD	0190/4477/000 0	Municipal Institutional Development and Transformation	International co-operation	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that the IT requirements of ADM are met	Website Development & Host	Existing website	Quarterly

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
P&D12	PD	0190/3807/000 0	Municipal Institutional Development and Transformation	International co-operation	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that the IT requirements of ADM are met	Management of all IT systems hardware and software	-	Ongoing
P&D13	PD	0190/3808/000 0	Municipal Institutional Development and Transformation	International co-operation	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2011	Ensure that the IT requirements of ADM are met	Upgrade of systems	-	Ongoing
P&D14	PD	n/a	Good Governance and Public Participation	International co-operation	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Provide and update municipal information on the ADM website	Existing departmental section on website	Ongoing
P&D15	PD	0190/4488/000 0	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action from government with timeframes	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Develop shared service systems to provide co-ordinated service delivery	GIS Implementation	2009/10 GIS support	Quarterly

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
P&D16	PD	n/a	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	To ensure ongoing partnership development and coordination among various stakeholders	Retain and develop institutional arrangements for economic development in the district	Administer the Amajuba Tourism Forum (ATF)	2009/10 ATF	Quarterly
P&D17	PD	n/a	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	To ensure ongoing partnership development and coordination among various stakeholders	Retain and develop institutional arrangements for economic development in the district	Administer the Amajuba Tourism Committee (ATC)	2009/10 ATC	Quarterly
P&D18	PD	n/a	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	To ensure ongoing partnership development and coordination among various stakeholders	Retain and develop institutional arrangements for economic development in the district	Administer the Amajuba Agricultural Committee (AAC)	2009/10 AAC	Quarterly
P&D19	PD	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action for government with timeframes	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	Administer the Amajuba Planning and Development Coordination Committee (P&DCC)	Existing P&DCC	Quarterly

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
P&D20	PD	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action fro government with timeframes	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	Provide inputs on development applications received	2009/10 inputs	Ongoing
P&D21	PD	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action fro government with timeframes	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Support the facilitation of integrated planning and implementation of land reform projects in the District	Update and alignment of the Amajuba Spatial Development Framework (SDF)	2009/10 SDF as part of the IDP	Jun-11
P&D22	PD	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action fro government with timeframes	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	Approval of the Budget and IDP Process Plan by EXCO and Council	-	Aug-10
P&D23	PD	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action fro government with timeframes	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	Approved IDP submitted to the DLG&TA	2009/10IDP	Jun-11

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
P&D24	PD	0190/4468/000 0	Good Governance and Public Participation	Skills and human resource base	Present a practical, measurable program of action fro government with timeframes	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of the municipality	PMS Review	Existing Policy	Aug-10
P&D25	PD	0190/4467/000 0	Good Governance and Public Participation	Cohesive and sustainable communities	Present a practical, measurable program of action fro government with timeframes	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	IDP Review	-	Jun-11
P&D26	PD	n/a	Good Governance and Public Participation	International co-operation	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Draft Annual Report presented to the Mayor for tabling to Council	2009/10 AR	Jan-11
P&D27	PD	n/a	Good Governance and Public Participation	International co-operation	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Oversight report and AR tabled at Council for approval without reservations	2009/10 AR	Apr-11

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
P&D28	PD	0190/4515/000 0; 0190/4514/000 0; 0190/4484/000 0	Municipal Institutional Development and Transformation	International co-operation	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that municipal planning requirements of ADM are met	Administration Shared Service for GIS and Planning	-	Jun-11
P&D29	PD	0403/0271/000 0	Municipal Institutional Development and Transformation	International co-operation	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that the IT requirements of ADM are met	DIMS-MIG/MIS Integration	-	Jun-11
P&D30	PD	0190/4447/000 0	Good Governance and Public Participation	Social and economic infrastructure	Good Governance	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	Environmental Management Plan Review	Existing Plan	Jun-11
P&D31	PD	0190/4448/000 0	Good Governance and Public Participation	Social and economic infrastructure	Good Governance	To ensure sustainable waste management in the district	Address the pollution of water catchments by mining and industrial activity	Education and awareness programmes	-	Jun-11
P&D32	PD	0190/4486/000 0	Local Economic Development (LED)	Social and economic infrastructure	Use agriculture as main platform for integration	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in	Implementation of the Tourism Sector Plan	Tourism Route Marketing and Battlefields	2009/10 Tourism Route and Battlefield Marketing	Quarterly

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
						unemployment by 2015				
P&D33	PD	0190/4476/000 0	Local Economic Development (LED)	Social and economic infrastructure	Use agriculture as main platform for integration	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implementation of the Tourism Sector Plan	Facilitate Tourism Shows and Exhibitions	-	Ongoing
P&D34	PD	0190/4483/000 0	Local Economic Development (LED)	Social and economic infrastructure	Use agriculture as main platform for integration	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implementation of the Battlefields Development Plan	Facilitate tourism programmes through the Amajuba Tourism Forum (ATF)	Battlefields Development Plan	Ongoing
P&D35	PD	n/a	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	To ensure ongoing partnership development and coordination among various stakeholders	Retain and develop institutional arrangements for economic development in the district	Administer the Amajuba Forum for Local Economic Development (AFLED)	2009/10AFLED	Quarterly

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
P&D36	PD	0190/4487/000 0	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implementation of the Agricultural Sector Plan	Facilitate LED Project Support	LED Strategy	Ongoing
P&D37	PD	0190/4510/000 0	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implementation of the Agricultural Sector Plan	LED Manufacturing Strategic Project Support	Manufacturing Plan	Ongoing
P&D38	PD	0190/4511/000 0	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implementation of the Agricultural Sector Plan	LED Agricultural Strategic Project Support	Agricultural Plan	Ongoing

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
P&D39	PD	0190/4475/000 0	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Business support (facilitate markets & capacity) for SMME's & Co-operatives	LED/Tourism training facilitation - Facilitate support and training workshops for co-ops with DED	-	Jun-11
P&D40	PD	0190/4478/000 0	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Business support (facilitate markets & capacity) for SMME's & Co-operatives	AFLED capacity building - Institutional consultation on growth and development	-	Jun-11
P&D41	PD	0190/4513/000 0	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Facilitate Targeted Investment	4th ADM growth and development summit.	2009/10 Growth and Development Summit	Jun-11

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
P&D42	PD	0190/4445/0000	Good Governance and Public Participation	Creation of decent work and economic growth	Use agriculture as main platform for integration	To ensure poverty alleviation/reduction (national targets)	Implementation of the poverty alleviation programme and vertical alignment	Identification, funding and implementation of poverty alleviation projects	Existing Poverty Alleviation Policy	Ongoing
P&D43	PD	0190/4520	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implementation of the Agricultural Sector Plan	Projects Initiation Fund	-	Ongoing
ENGINEERING SERVICES										
ENG1	ENG	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-10
ENG2	ENG	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Sep-10

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
ENG3	ENG	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing
ENG4	ENG	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing
ENG5	ENG	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	Dept Business Plans	Quarterly
ENG6	ENG	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	Planned Staff meetings	Quarterly

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
ENG7	ENG	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	Planned Staff meetings dates	Quarterly
ENG8	ENG	n/a	Basic Service Delivery	Social and economic infrastructure	Good Governance	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Application of labour intensive methods in construction projects	Adoption of EPWP guidelines into MIG projects	EPWP guidelines	Ongoing
ENG9	ENG	0150/4470/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Provision of water supply to all consumers	Emergency Water Supply	Emergency Water Supplies	Jun-11
ENG10	ENG	0401/0202/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	WSDP Review	Backlog in provision of water services within Amajuba district	Sep-10

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
ENG11	ENG	0403/0283/000 0	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Attract additional investment in the expansion of water networks	Water Conservation/ Water Demand Plan	Backlog in provision of water services within Amajuba district	Jun-11
ENG12	ENG	0403/0283/000 1	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic water and expansion of water service delivery to all consumers by 2016	Attract additional investment in the expansion of water networks	Implementation of the Water Conservation/ Water Demand Plan	Backlog in provision of water services within Amajuba district	Jun-11
ENG12	ENG	0403/0284/000 0	Basic Service Delivery	Social and economic infrastructure	Caring and human government	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Attract additional investment in the expansion of water networks	Refurbishment of boreholes - ongoing	Backlog in provision of water services within Amajuba district	Mar-11
ENG13	ENG	0403/0228/000 0	Basic Service Delivery	Social and economic infrastructure	Use agriculture as main platform for integration	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implement Infrastructure Investment Plan	Inter Development Infrastructure Capacity- Training of contractors - ongoing	Need to capacitate local contractors	Dec-10

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
ENG14	ENG	0753/1802/000 0	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	The provision of rudimentary water services. Replacement of water tanker deliveries with pipe water and boreholes.	Replacement of water tanker deliveries with pipe water and boreholes for the WSA	Backlog in provision of water services within Amajuba district	Jun-11
ENG15	ENG	0753/1803/000 0	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	The provision of rudimentary water services. Replacement of water tanker deliveries with pipe water and boreholes.	Water capital projects	Backlog in provision of water services within Amajuba district	Jun-11
ENG16	ENG	0753/1804/000 0	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic sanitation delivery to all consumers	Attract additional investment in the expansion of access to free basic sanitation	Sanitation projects 5 year plan	Backlog in provision of sanitation services within Amajuba district: Planning Stage	Jun-11
ENG17	ENG	0717/1664/000 0	Basic Service Delivery	Social and economic infrastructure	Use agriculture as main platform for integration	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2015	Facilitate the promotion of scarce sport codes in identified areas	Dannhauser Cricket Pitch	Dannhauser South Park Cricket Stadium b/p	Dec-10

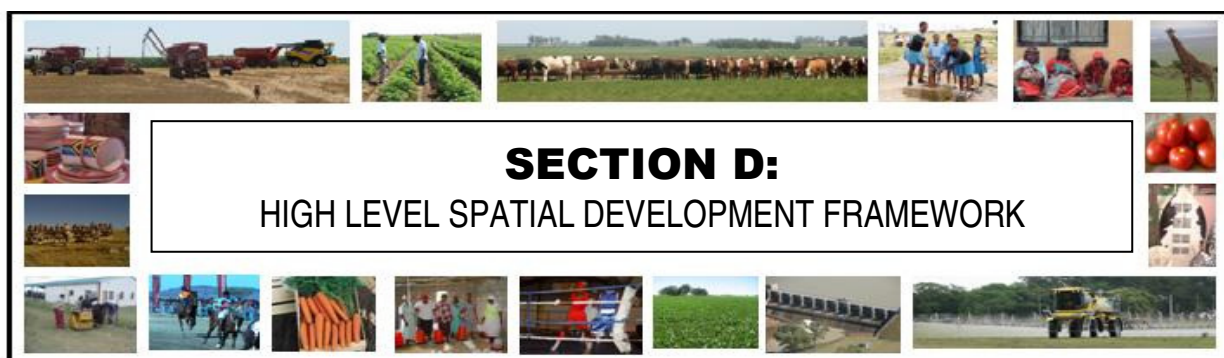
Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
ENG18	ENG	0717/1664/000 1	Basic Service Delivery	Social and economic infrastructure	Use agriculture as main platform for integration	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2015	Facilitate the promotion of scarce sport codes in identified areas	Monte Vista Casino	Backlog in provision of community sport facilities/ infrastructure	Jun-11
ENG19	ENG	0717/1664/000 2	Basic Service Delivery	Social and economic infrastructure	Use agriculture as main platform for integration	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2015	Facilitate the promotion of scarce sport codes in identified areas	Monte Vista Casino	Backlog in provision of community sport facilities/ infrastructure	Jun-11
ENG19	ENG	0717/1657/000 0	Basic Service Delivery	Social and economic infrastructure	Use agriculture as main platform for integration	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2015	Facilitate the promotion of scarce sport codes in identified areas	Ben's Dorp Sportsfield	Backlog in provision of community sport facilities /infrastructure	Sep-10
ENG20	ENG	0718/1694/000 0	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Attract additional investment in the expansion of water networks- Close out phase	Buffalo Flats Phases 1	Buffalo Flats 1 Technical Report and MIG application	Sep-10

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
ENG21	ENG	0718/1694/000 0	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Attract additional investment in the expansion of water networks	Buffalo Flats Phases 2	Buffalo Flats 2 Technical Report and MIG application	Jun-11
ENG22	ENG	0718/1694/000 0	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Attract additional investment in the expansion of water networks	Buffalo Flats phase 3	Buffalo Flats 3 Technical Report and MIG application	Jun-11
ENG23	ENG	0718/1694/000 0	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic sanitation and expansion of sanitation service delivery to all consumers by 2015	Attract additional investment in the expansion of sanitation networks	Inverness Sanitation -	Backlog in provision of sanitation services within Amajuba district	Dec-10
ENG24	ENG	0719/1714//00 00	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Attract additional investment in the expansion of water networks	Dwaf school /clinic sanitation	Backlogs in Water and Sanitation at schools and clinics	Jun-11

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
ENG25	ENG	0719/1716/000 0	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Attract additional investment in the expansion of water networks	Infrastructure asset management	Backlog in infrastructure within Amajuba district	Dec-10
ENG26	ENG	0719/1712/000 0	Basic Service Delivery	Social and economic infrastructure	Caring and human government	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	The provision of rudimentary water services	Emadlangeni Feasibility Study (Reticulation)	WSDP	Dec-10
ENG27	ENG	0719/1715/000 0	Basic Service Delivery	Social and economic infrastructure	Caring and human government	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Attract additional investment in the expansion of water networks	Emadlangeni Bulk Water Supply	Backlog in provision of water services within Amajuba district	Jun-11

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
ENG28	ENG	0751/6303/000 0	Municipal Institutional Development and Transformation	Social and economic infrastructure	Good Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Construction of new offices	A need for additional offices	Jun-11
ENG29	ENG	0716/1908/000 0	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Attract additional investment in the expansion of water networks	Kingsley Crèche	Provision of community facilities	Jun-11
ENG30	ENG	0716/1900/000 0	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Attract additional investment in the expansion of water networks	Water and Sanitations Campaigns	Nature conservation awareness	Mar-11
ENG31	ENG		Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to water management and maintenance (infrastructure development) to	To actively source and secure alternative funding	Infrastructure Development		Dec-2010

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe
						all consumers				
ENG32	ENG	0716/1905/000 0	Basic Service Delivery	Social and economic infrastructure	Household food security	To ensure access to electrical supply and expansion of electricity service delivery to all consumers	Attract additional investment in the expansion of electricity networks	Review of Electricity Supply Development Plan	Electricity Supply Development Plan	Mar-11



4.0 THE SPATIAL DEVELOPMENT FRAMEWORK

4.1 BACKGROUND AND AMENDMENTS DURING THE IDP REVIEW

The Amajuba SDF was reviewed and updated in this round of the IDP to include the following:

- Alignment with sector plans, particularly the Amajuba Mountainous Areas Nodal Study;
- To incorporate new Engineering and LED projects and programmes; and
- To incorporate changes arising for the cross-boundary alignment meetings with surrounding DM's.

An alignment meeting took place with the three LM's in the ADM as part of the IDP and PMS Alignment Committee in November 2009, and cross-border alignment took place with the surrounding DM's from November 2009 until February 2010.

A full copy of the SDF is attached as *Annexure J.1*. This document is aligned with the IDP and the IDP's statistical analysis which is based on the STATSSA Neighbourhood Analysis (2007). The SDF, amongst others, looks at:

- A regional economic comparative advantage (SDF Section 5.4);
- An examination of levels of social and economic infrastructure (SDF Sections 8.0, 9.0 and 10.0);
- Strategies for spatial reconstruction of the ADM including strategies for the integration of areas with economic potential with those of high household poverty (SDF Sections 12.0, 13.0 and 14.0); and
- Strategies for sustainable development (SDF Sections 5.0, 6.0 and 7.0).

4.2 THE SETTLEMENT HIERARCHY

4.2.1 BACKGROUND

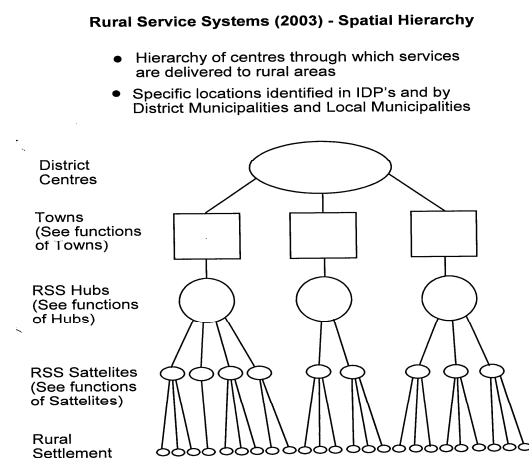
The settlement hierarchies of the DM and the three LM's were guided, up to this financial year, by the RSS model developed by the erstwhile Town Planning Commission. For the 2006/7 IDP Review, the Newcastle municipality deviated from this concept in favour of the identification of micro level nodes (first to third order). The alignment in this regards took place during the 2006/7 IDP Review and has been again incorporated into this IDP.

4.2.2 THE RURAL SERVICE SYSTEM MODEL

The Rural Service System (RSS) was developed by the Town Planning Commission and the aims of the model are to:

- i) Encourage service providers to work towards the goal of alleviating poverty through:
 - Planned and integrated service delivery;
 - The linking of departmental budgets/ finances and the promotion of integrated delivery;
 - Increasing community access to services and the reduction of service costs;
 - Changing the way public service agencies operate;
 - The adaptation of services to meet local social and economic needs; and
 - The establishment of a model for rural service delivery which is replicable.
- ii) Co-ordinate the time and place where services are delivered/ provided through:
 - Reducing the cost of service delivery through the sharing of infrastructure and resources; and
 - Improved convenience to communities by offering a number of services at one point, and at one time.
- iii) Creating economic opportunities at service delivery points through:
 - Locating population around investment points to stimulate market activity;
 - Stimulating investment opportunities around service points; and
 - Creating opportunities for greater diversification of economic opportunities.

Figure 20: The RSS- Spatial Hierarchy



(Source: Udidi, 2003)

4.2.3 THE NEWCASTLE SPATIAL DEVELOPMENT FRAMEWORK

In its preparation of its SDF for the 2005/6 and 2006/7 IDP Reviews, the Newcastle municipality deviated from RSS model which identifies stand-alone but inter-linked nodes of urban concentration. Instead, due to the complexity of its urban fabric, the Newcastle municipality adopted a settlement hierarchy consisting of the following:

TABLE 66: NEWCASTLE SETTLEMENT HIERARCHY

LEVEL OF NODE	FUNCTION	NAME
PRIMARY NODE	<ul style="list-style-type: none"> Provides the entire range of social facilities. Includes a number of primary and secondary facilities as well as the tertiary facilities for the region. Has the region's hospital(s) and higher order medical facilities. Large police station, large community centre, police station, and emergency service centre. 	<ul style="list-style-type: none"> Newcastle CBD
SECONDARY NODE	<ul style="list-style-type: none"> Community facilities such as a secondary school, primary schools, a large community centre, a large clinic and police station, and emergency service centre. Due to the close proximity of the two proposed Secondary SDC's to the CBD, some of these facilities will not be duplicated. 	<ul style="list-style-type: none"> Northern Gateway (Amajuba Mall and surrounds). Southern Gateway (Casino Development and surrounds). Madadeni CBD. Osizweni CBD.
TERTIARY NODE	<ul style="list-style-type: none"> Community facilities such as a secondary school, a primary school, a clinic and a community centre. 	
RURAL NODE	<ul style="list-style-type: none"> Community facilities such as a secondary school, a primary school, a clinic and a community centre. 	

4.2.4 THE AMAJUBA SETTLEMENT HIEARCHY

The two models used for the preparation of SDF's in the DM are not incompatible and can be easily aligned. The following table summarises this and indicates the SDF settlement hierarchy for the District Municipality:

TABLE 67: AMAJUBA SETTLEMENT HIERARCHY

MUNICIPALITY	DISTRICT CENTRE or PRIMARY NODE	TOWNS or RURAL NODES	SERVICE HUB or SECONDARY NODES	SERVICE SATELLITE	SERVICE SUB-SATELLITE
NEWCASTLE	Newcastle West	▪ Charlestown	<ul style="list-style-type: none"> ▪ Northern Gateway (Amajuba Mall area). ▪ Southern Gateway (Casino area). ▪ Madadeni CBD. ▪ Osizweni CBD. 	▪ Ingogo	▪ Ngagane
	Proposed JBC Node ¹¹				
DANNHAUSER		Dannhauser (Urban) Hattingspruit	▪ KwaMdakane	▪ Alcockspruit	<ul style="list-style-type: none"> ▪ Keel Keel ▪ Thirst ▪ Flint ▪ Naasfarm.
UTRECHT		Utrecht (Urban)	▪ Groenvlei ¹²	<ul style="list-style-type: none"> ▪ Amantungwa Trust community ▪ Kingsley 	<ul style="list-style-type: none"> ▪ Nzima ▪ Mabaso; and ▪ Blue Mountain.

4.2.5 MOUNTAINOUS AREAS NODAL DEVELOPMENT POLICY

i) BACKGROUND

Due to a series of development applications in environmentally sensitive areas along the Drakensburg mountain range to the west of the District and in the Newcastle Municipality, a Mountainous Areas Nodal Development Policy was developed with grant funding from the Department of Local Government and Traditional Affairs.

ii) NORMANDIEN PASS NODE

Normandien node is an area of gentle rolling hillside and farm land, running from the low land areas up into the escarpment. This node has been extensively farmed over a period of many years, which has substantially altered the natural landscape and vegetation. However, this is not naturally detracting from the beauty of the landscape.

This area is locally known as the 'Ark' and is the area adjacent to the Normandien Pass where there are currently a number of existing developments. The Normandien Pass has been identified as part of the Drakensburg Meander route in the DM's Tourism Route Plan.

¹¹ Although identified as a primary node in the Newcastle SDF, this node does not currently exhibit any of the characteristics of a Primary or Secondary Node.

¹² Although it does not exhibit these tendencies currently, it is believed that it will develop further in the future to provide services to the rural communities of the Utrecht municipality.

iii) **DUNBLANE NODE**

The topography ranges from gently sloping and rolling hillsides of grassland rising towards the escarpment of the Drakensburg, where the topography is steeper. The indigenous grassland has been denuded with the introduction of forestry and plantations, which have detracted from the natural beauty of the landscape.

Within this node there are a number of established farms and these range from aesthetically attractive, to the more practical and pragmatic nature of agricultural buildings. This node also features the establishment of the Dunblane Golf and Trout Estate which is currently under development. This is promoted as an eco-estate by returning and rehabilitating the endemic flora and fauna to the landscape.

This area is adjacent to the D96 which is also part of the Drakensburg Meander route in the DM's Tourism Route Plan.

iv) **INGOGO/ BOTHA'S PASS NODE**

The topography of the Botha's Pass Node is of gentle hills ranging to steeper approaches to the escarpment of the Drakensberg. Deep valleys lie between the hills with a number of waterfalls and fast flowing rivers. Access is good, with the tarred R34 running through the node linking Memel with Newcastle. The vegetation ranges from grassland to wooded valleys. Areas of arable land have been cultivated where the topography and soil conditions allow.

Much of the landscape has been altered by farming activities, with demarcated arable land from the natural grasslands. Farm structures and dwellings dot the landscape. Some are completely out of context with their surroundings, being garishly coloured, however some of the agricultural buildings blend in with the landscape in a most natural way.

This area is located adjacent to the headwaters of the Ingogo river and there are a number of existing tourism-related developments in this area.

v) **UTRECHT NODE**

The approach and surrounding areas of the town are typical of berg grassland and scattered trees with the hills behind the town are rocky and covered with a variety of scrub vegetation and bushveld. The historical town of Utrecht is unique in that it lies in a conservancy. Established in 1854 Utrecht is a typical settler town which boasts a number of notable structures in a tight central core, surrounded by burger cottages. As a result of changing circumstances unfortunately many of the town's buildings have an air of decay and dilapidation. Utrecht remains a busy centre for local residents

and those lying more distant as a meeting place and shopping centre, with a range of Government institutional buildings.

The town of Utrecht has the benefit of the unique conservancy being fenced with gates to each approach. The town's lands lie within the fence and are stocked with a variety of game and fauna.

Within the boundary of the town fence, Utrecht has a well established country club with a range of facilities.

4.3 LOCATION OF FUTURE SETTLEMENT

4.3.1 HOUSING DELIVERY

Where practical, future housing delivery should be concentrated in the Service Hubs and Satellites, followed by the Service Sub-satellites. This will serve to maximise the potential of these nodes.

4.3.2 INTEGRATION OF URBAN AREAS

Due to past Apartheid policies, the settlement pattern of the Amajuba District Municipality is characterized by a concentration of people in the Buffalo Flats area between the nodes of Newcastle, Dannhauser and Utrecht. The major sources of employment within the ADM are found in these nodes which are often some distance from the Buffalo Flats community.

To address these imbalances, future settlement should encourage integration between the Buffalo Flats and the aforementioned three nodes.

a) EMADLANGENI

In the eMadlangeni Municipality, this is to some extent occurring with the development of the Amantungwa Trust area. This land is strategically located between the eMadlangeni Municipality and the Dicks Cluster in the Newcastle Municipality.

b) NEWCASTLE

For the Newcastle Municipality, greater integration is needed between Newcastle East and West. This process will require the identification of strategically located land along the MR483 corridor as well as between Madadeni/ Osizweni and the Kilbarchan settlement.

c) DANNHAUSER

For the Dannhauser Municipality, integration should occur along the road linking

Dannhauser via Verdriet to the KwaMdakane cluster.

4.3.3 THE URBAN EDGE

i) INTRODUCTION

These correspond with the boundaries of developed and built up areas. An urban edge facilitates a planned environment while protecting the natural environment so as to promote sustainable development. The urban edge intends to ensure that *ad hoc* development will not have a negative impact on planned development. Further, it facilitates the efficient delivery of services and infrastructure.

It is proposed that future urban uses are contained within the existing urban areas and development first seeks to densify and infill the existing urban areas. Residential and industrial activities, should, by virtue of their nature, take place on appropriate land within the urban areas. Agriculture land should not undertake a change in land use to accommodate such activities.

ii) NEWCASTLE

The urban edge of the Newcastle-Madadeni-Osizweni-Blaauwbosch complex is defined so as to prevent urban sprawl in the 2006/7 IDP's SDF. The urban area of Newcastle-Madadeni-Osizweni extends from the Iscor site in the north to south of the Nomsa Land Reform project in the south and from Newcastle West to Osizweni in the east. Located in the centre of the urban area, on the western side of the N11 highway, is a large industrial area that effectively splits the area into eastern and western portions. The objective should be to develop this area in such a way that it links rather than separates the disjointed urban components.

Densification of the urban area, will maximise development opportunities and facilitate the efficient utilisation of existing resources, services and facilities. Further, it will promote the effective and efficient provision of future services and facilities.

iii) DANNHAUSER

The urban edge of Dannhauser is defined as the boundaries of the erstwhile TLC as well as the Durnacol mine area which has recently been incorporated into the Dannhauser Town Planning Scheme. It also incorporates the settlement of Hattingspruit.

iv) EMADLANGENI

The urban edge of the Utrecht Municipality is defined as follows:

- The boundary of the former Utrecht TLC;
- The boundary of the proclaimed Groenvlei Township;
- The boundary of the Kingsley Land Reform Project
- The boundaries of the Amantungwa Land Reform Project.

4.4 ALIGNMENT OF THE SDF WITH KEY PROVINCIAL & NATIONAL POLICIES

4.4.1 THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP)

The ADM has participated in the NSDP Pilot Project (2009) which has ensured that there is alignment between the NSDP and the IDP, the SDF and the IDP Sector Plans. Part of the project included an assessment of the SDF to see whether it fulfilled the NSDP principles. This assessment concluded that there was good alignment between the NSDP and the Amajuba SDF.

The principles for the NSDP are summarised as follows:

- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities) focus on localities of economic growth and/ or economic potential. This is in order to attract private- sector investment, stimulate sustainable economic activities and/ or create long-term employment opportunities.
- Economic growth is a pre-requisite for the achievement of other policy objectives, key among which are poverty alleviation.
- In localities where there are both high levels of poverty and development potential, fixed capital investment beyond basic services are to be included to exploit the potential of these areas.
- Efforts to address past and current social inequalities should focus on people and not places.
- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.
- In localities where there is low development potential, government spending beyond basic services should focus on providing social transfers, human resource development and labour market intelligence.

As indicated above, the NSDP Pilot Project (2009) concluded that there was good alignment between the ADM's SDF and the NSDP.

4.4.2 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

The SDF document contained in Section J.1 contains a full analysis of the PSEDS and its impacts on the ADM. A summary of the impacts of the PSEDS on the SDF are contained in the paragraphs below.

In terms of the classification of nodes provincially, Newcastle is classified as a *Secondary Node* which is

an urban centre with good existing economic development and growth potential, and which services the regional economy. In terms of the main categories for potential, the PSEDs identifies the following:

- **Production of high value differentiated goods** which are not strongly dependant on labour costs, and which are focussed on local and global niche markets;
- **Production of labour intensive, mass produced goods** which are more dependant on labour costs, and affordable transport linkages (ie. Agriculture and mining);
- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;
- **Tourism** which is dependant on tourism attractions; and
- **Public service and administration.**

In terms of the classification of activity corridors, the N11 corridor is identified as an existing corridor. The PSEDs does, however, identify a secondary corridor (SC12) which runs between the following three centres, namely Greytown-Msinga- Madadeni. The PSEDs identifies that this corridor has potentials in the following areas:

- **Production of labour intensive, mass produced goods** which are more dependant on labour costs, and affordable transport linkages (ie. Agriculture and mining);
- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;
- **Tourism** which is dependant on tourism attractions; and
- **Public service and administration.**

The PSEDs provides a summary of high level cluster priorities and objectives for the ADM. The plan identifies the following priorities:

AGRICULTURE AND LAND REFORM

- Livestock farming: develop livestock farming opportunities in Trust land.
- Support land reform beneficiaries- livestock, game farming and explore others.
- Develop Chelmsford Dam agricultural complex (served by Vryheid Node).

TOURISM

- Battlefields Route: development of linkages to benefit previously disadvantaged.
- Drakensburg eco-tourism: develop cultural tourism opportunities with bordering communities.

INDUSTRY

- Newcastle industrial townships: provision of world class infrastructure.
- Provide adequate affordable housing and related services.
- Bio-diesel production.

- Coal mining- extension of life of mines and/ or development of alternative opportunities.

SERVICES

- Plan Dannhauser and Utrecht to position for investment.
- Provide adequate affordable housing and related services in towns.

The SDF, IDP and IDP Sector Plans have been aligned with the PSEDS.

4.5 KEY INTERVENTION AREAS

4.5.1 ENVIRONMENTALLY SENSITIVE AREAS

i) WETLANDS

As has been indicated, there are four wetlands of key importance, three of which fall in the eMadlangeni Municipality (Begg, 1989). These wetlands require conservation as they form an integral part of the catchments of the major river systems in the municipalities.

The four wetlands are:

- Boschoffsvlei;
- Groenvlei;
- Padavlei; and
- Blood River vlei.

Any impacts of any future development up-stream or adjacent to these wetlands must be considered prior to its approval.

ii) SPECIAL ENVIRONMENTAL MANAGEMENT AREAS

a) NORTHERN PORTIONS OF EMADLANGENI

The northern “highland” areas of the Balelesberg have been identified as a Special Environmental Management Area due to its biodiversity value. Both the KZN Wildlife ‘Systematic Conservation Plan for KZN’ and the Enkangala Grassland Trust ‘Enkangala Systematic Conservation Plan’ have identified large portions of the area above 1700 m north-east through to north-west (as far as Wakkerstroom) of Utrecht as being ‘irreplaceable’ or of very high national and provincial conservation value.

The highlands also form the catchment areas for the Buffalo, Blood, Slang, Pongola and Bivane Rivers and catchment management is therefore of the utmost importance to the economy of South Africa. Land uses (such as afforestation and overgrazing) that reduce water production should not be permitted within this area.

b) THE WESTERN AND CENTRAL PORTIONS OF NEWCASTLE

The western boundary of the Newcastle Municipality is made up of portions of the Drakensberg escarpment and forms an important catchment area and is important for biodiversity (many areas rated as irreplaceable).

Several additional irreplaceable areas have been identified within the central/western areas of the Newcastle Municipality. One of these areas is on the western boundary of Chelmsford Nature Reserve where remaining natural areas are important to conserve oribi and the endangered Natal Sour Sandveld grassland.

iii) MINE REHABILITATION

Mines that have been identified as key intervention areas are those which have closed and are in need of rehabilitation. SiVest (2003, p114) identified the following as mines which need to be rehabilitated:

- Welgedacht Colliery
- Cambrian Dump
- Ballengeich
- Solma
- Kilbarchan
- Magdalena Colliery
- Kliprand
- Witklip Colliery

In terms of Section 38 of the Minerals Act, 1991, the rehabilitation of the surface of land concerned in any mining operation is to be carried out by the holder of the mining permit/ authorisation. This is to be carried out in accordance with an approved Environmental Management Plan, to the satisfaction of the Director: Mineral Development.

4.5.2 LAND REFORM PROJECTS

As has been indicated, there are numerous land reform initiatives in the Amajuba District Municipality. In regards to new projects, appropriate land needs to

be identified within urban edges if possible if the developments are not associated with commercial agriculture, and near to markets and transport routes if associated with commercial agriculture.

4.5.3 POVERTY RELIEF AREAS

The Service Satellites and the Service Sub-satellites have been identified as Poverty Relief Areas. Key areas of intervention include:

- Provision of infrastructural and Social Services;
- Support for LED (especially small scale agriculture and SMME's); and
- Giving priority in terms of development projects.

4.5.4 INTEGRATION OF AREAS OF ECONOMIC POTENTIAL WITH AREAS OF HIGH POVERTY

Strategies to link areas of economic potential with areas of poverty which are incorporated in the SDF include:

- The implementation of the Mountainous Areas Nodal Study which creates tourism nodes in the poor rural and mountainous areas;
- The development of mining rights by the ADM stretching from Madadeni in the Newcastle municipality, to the central areas of the Dannhauser municipalities where unemployment is estimated to be as high as 80%;
- The development of the Horn River Dam and associated cheese factory, cow hotel and irrigated lands in the rural areas of Newcastle; and
- The development of agriculturally-focussed projects adjacent to the areas of highest need, including the Hydroponics technpark, the Regional Agricultural Hub, the Soya Bio-diesel processing plant and the High Quality Texturised Soya processing Plant.

4.5.5 STRATEGIES FOR SOCIAL, CULTURAL AND ECONOMIC INTEGRATION

Section E and Table 24 in the SDF which is contained in Annexure J.1 outlines how the SDF goals are linked to actions. The settlement hierarchy and corridors are used to focus development and a mix of activities so as to address social, economic and cultural integration. The anticipated results of this are as follows:

- Promoting the integration of the social, economic, institutional, and physical aspects of land development.
- Promoting integrated land development in rural and urban areas in support of each other.
- Promoting the availability of residential and employment opportunities in close proximity to or integrated with each other.
- Promoting a diverse combination of land uses, also at the level of individual erven or subdivisions of land.
- Discouraging the phenomenon of "urban sprawl" in urban areas

and contribute to the development of more compact towns and cities.

- Contributing to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs.

4.6 SDF IMPLEMENTATION

The SDF is aligned with the NSDP Principles and this was tested through the recently completed Amajuba NSDP Pilot Project (2009). Section 4.4.1 above summarises these principles. The following projects have been identified for implementation through the SDF and are reflected in Section E of the SDF.

TABLE 68: SDF IMPLEMENTATION

REF	PROJECT NAME	DESCRIPTION	RESP AGENT	FINANCIAL YEAR
1	Amajuba Hydroponic Techno Park	80 ha of hydroponic tunnels	SNS Projects, ADM	2010/11
2	Amajuba Regional Agricultural Hub/ Regional Market	Includes sorting and packaging, and distribution of agricultural products	ADM, NN, Ilangabi Holdings, Spoornet, National DOT	2010/11
3	Cheese Factory	Production and processing of milk and distribution of dairy products.	M. Philips, W. Collier, ADM, NN	2010/11
4	Sun Dried Tomatoes	Factory	SNS Projects, ADM, Amajuba Agric Coop	2010/11
5	Power Station	Power generation up to 2 000 mW and distribution into the main grid	ADM	2012/13
6	Mining	Opencast and underground mining. Approximately 7 mines to extract coal to supply power station.	ADM	2010/11
7	Ncandu River Dam	Development of new dam for agricultural and potable water supply. (437 ha)	DWAF	2012/13
8	Horn River Dam	Agricultural purposes only.	M. Philips	2010/11
9	Regional Soya Initiative/ Bio-diesel processing plant	Processing of soya to oil.	ADM, NN, Siyanda Oils	2011/12
10	High Quality Texturised Soya Products	Soya from the plant to be manufactured into consumable soya products.	ADM, NN, Soya SA (Pty) Ltd	2011/12
11	Nodal Development	Preparation of Precinct Plans for two of the nodes	ADM DLGTA	2011/12

4.7 LAND USE MANAGEMENT SYSTEMS

All three Local Municipalities are in the process of finalising their Land Use Management Systems (LUMS) in terms of Chapter 5 and Section 26 (e) of the Municipal Systems Act (32 of 2000).

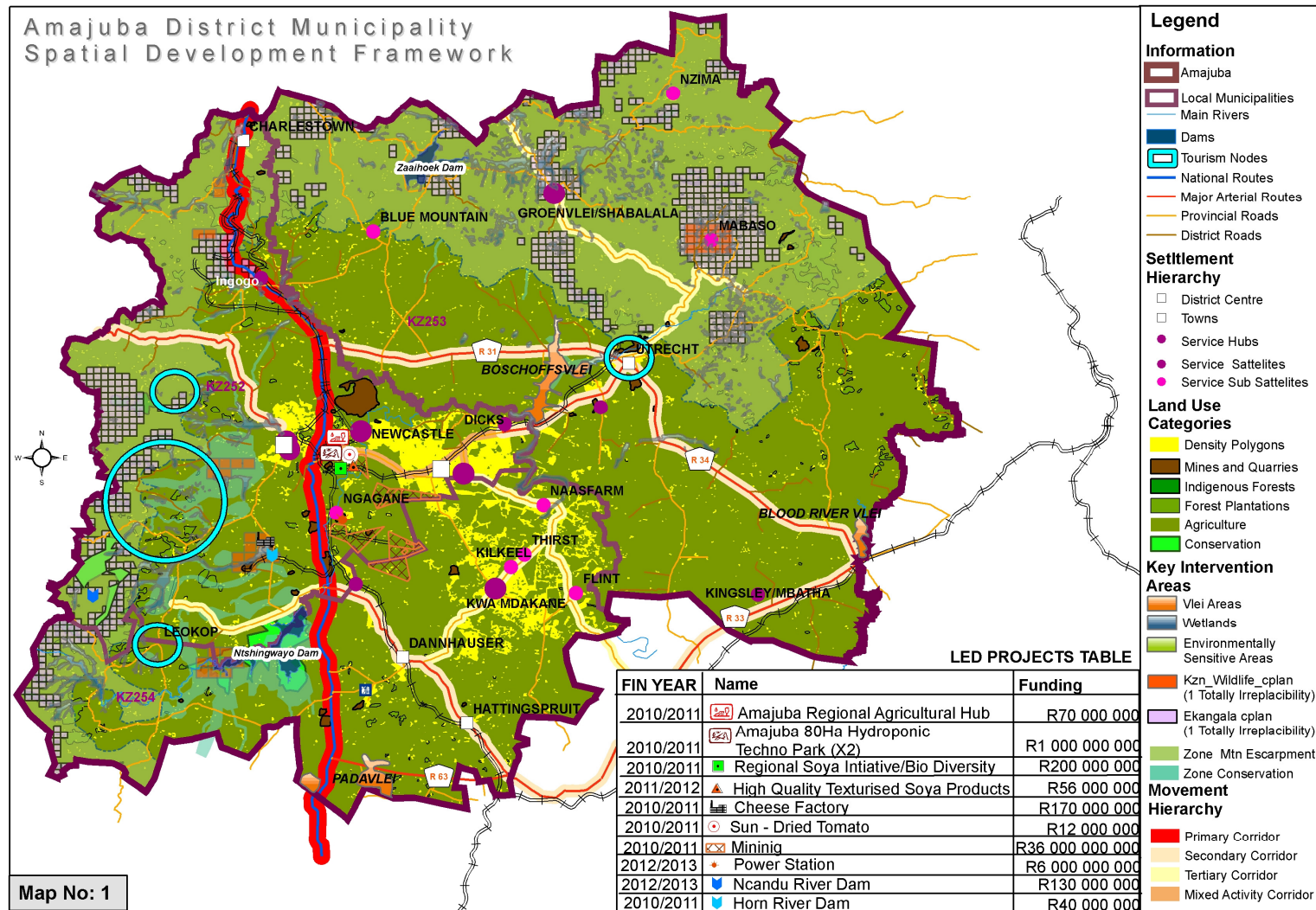
A major problem in the finalising of the LUMS is the lack of one over-arching piece of legislation under which to adopt them. This has now been resolved through the Planning and Development Act and it is anticipated that all three LM's will adopt their LUMS via this legislation early in the 2010/11 financial year.

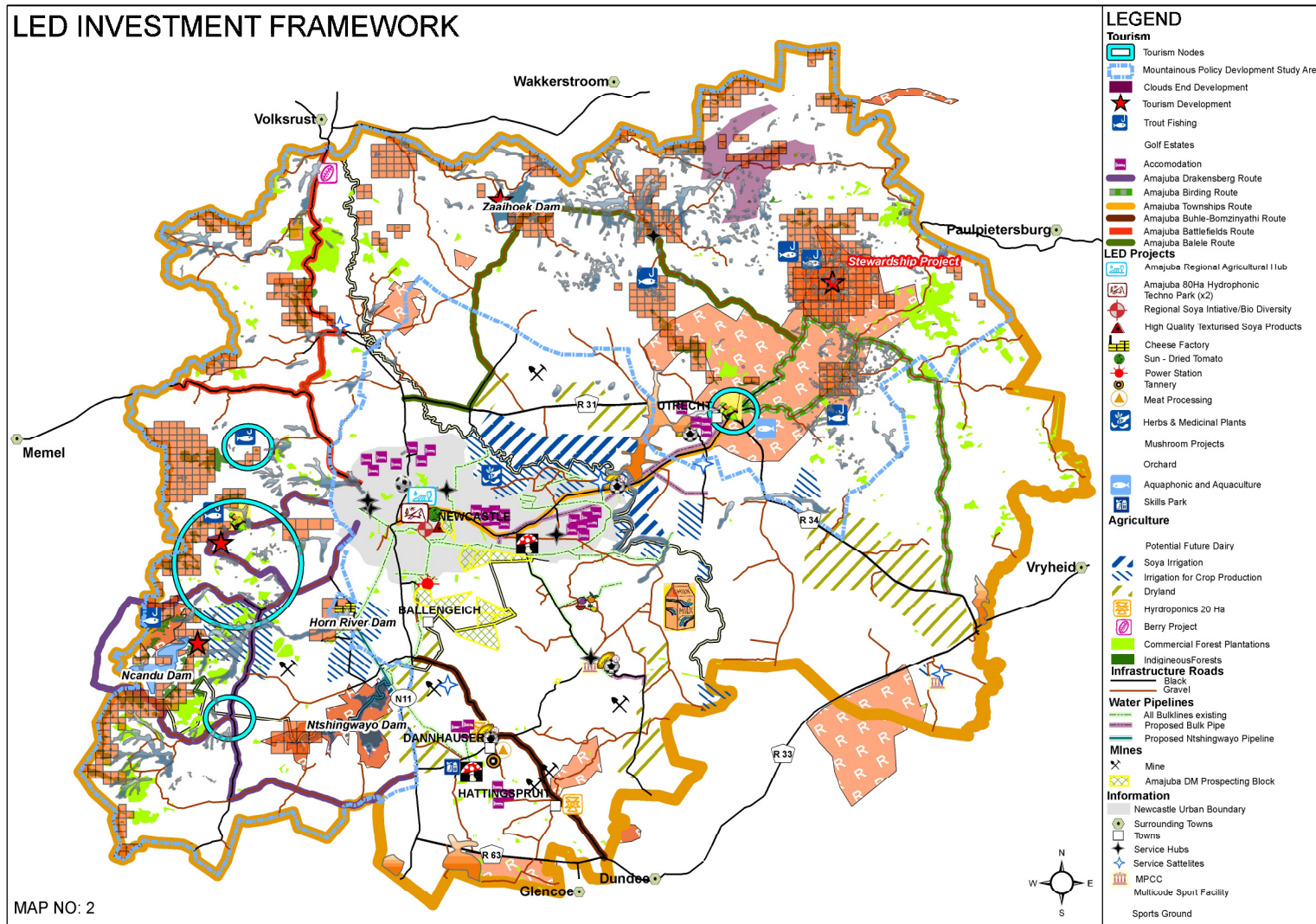
In order to circumvent the adoption problems in the past, prior to the finalisation of the Planning and Development

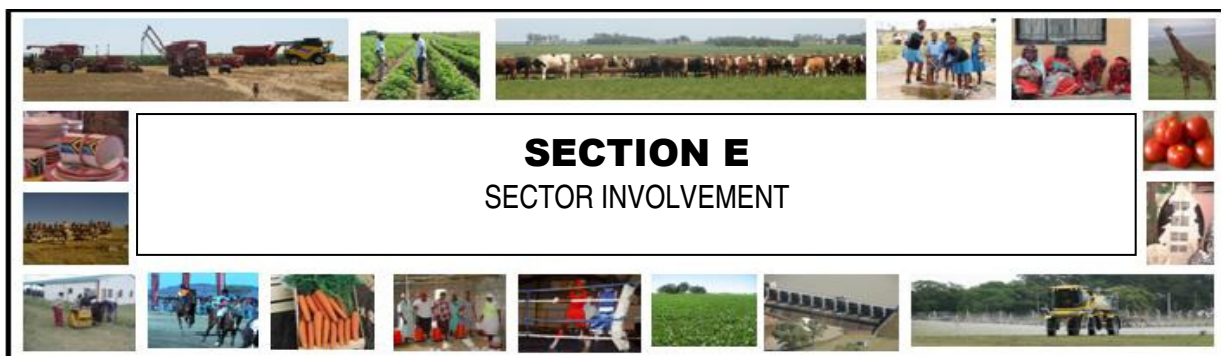
Act (PDA), the three LM's in the ADM adopted their LUMS as part of their IDP processes together with their SDF's.

In terms of the role of the ADM in the LUMS process, the ADM has played an alignment role in the following two ways:

- The ADM's SDF has been utilised as a Land Use Management Framework (LUMF) upon which individual LUMS have been based; and
- The Amajuba Planning and Development Department has facilitated a number of alignment meetings at key milestones where the consultants responsible for the three LUMS, the DM and Province have ensured cross-border alignment and the standardisation of terminology and approaches.







SECTION E

SECTOR INVOLVEMENT

5.0 SECTOR INVOLVEMENT

5.1 INTRODUCTION

It must be noted that although appeals were made to sector departments both telephonically and via email to provide lists of project being undertaken in the ADM, very little information was forthcoming.

This IDP Review has seen the poorest involvement by sector departments in IDP RF meetings as well as the poorest response to correspondence sent to departments requesting their budgets.

The data in this section is a summary of the information received from departments as well as information obtained off the respective departmental websites. Where projects have not been listed, this is due to non-submittal by departments.

5.2 DEPARTMENT OF AGRICULTURE, ENVIRONMENTAL AFFAIRS, AND RURAL DEVELOPMENT

5.2.1 VISION

A champion for a prosperous agricultural productive land use, food security and environmentally sustainable livelihoods

5.2.2 MISSION

The Department of Agriculture, Environmental Affairs & Rural Development will provide quality agricultural, veterinary, environmental and conservation services together with our partners and our communities

The Vision and Mission recognizes the Province's huge agricultural and natural resource potential and the Department's commitment to sustainable development.

The Department will pursue strategic partnerships to achieve its Vision and Mission and will harness the potential of partnership to facilitate growth, development and prosperity in the Province.

Agricultural development and environmental management are key components of KwaZulu-Natal's growth and development strategy. The Department of Agriculture, Environmental Affairs & Rural

Development is charged with the responsibility to harness the massive potential for agricultural growth and development within the province. The combined challenges of poverty, unemployment and HIV/AIDS have created increased demand for the DAEA to sharpen its strategic focus and deliver tangible results.

The essence of the DAEA's Strategy is how to utilise agricultural potential and environmental stability as key vehicles in building a prosperous community. The notion of prosperous transcends the current challenges of poverty and unemployment and instead focuses on self-reliance, entrepreneurship, empowerment and continuous growth and development.

5.2.3 PROJECTS

(i) RURAL DEVELOPMENT

The following is a summary of the rural development projects.

TABLE 69: RURAL DEVELOPMENT PROJECTS

Capital projects for 2010_11 as per annual budget projections based on the baseline allocation

VRYHEID PROJECTIONS APRIL 2010 - MARCH 2011											
	Project Type	Project Name	Hectares	Property Description	Beneficiaries	District Office	Service to be rendered	Projections April 2010	Projections May 2010	Projections June 2010	Total Projections
2	LT	Aangelegen	273	Ptn 2 of the farm Aangelegen no 293	14	Amajuba	LAND PURCHASE			644 000	644 000
							CONVEYANCING				0
							VALUATION				0
							DEVELOPMENT COSTS				0
											0
4	LT	Rondavel	139	Ptn 1 of the farm Rondavel 401	24	Amajuba	LAND PURCHASE			302 177	302 177
							CONVEYANCING				0
							VALUATION				0
							DEVELOPMENT COSTS				0
											0
5	LT	Bulwerton	166	Ptn 1,2,4,5&6 of the farm Bulwerton no 4315, Rem of the farm Bulwerton no 4315, Unsurveyed ptn of the farm Kendal no. 2197	64	Amajuba	SURVEYING				0
							LAND PURCHASE			1 181 000	1 181 000
							CONVEYANCING				0

Capital projects for 2010_11 as per annual budget projections based on the baseline allocation

VRYHEID PROJECTIONS APRIL 2010 - MARCH 2011											
	Project Type	Project Name	Hectares	Property Description	Beneficiaries	District Office	Service to be rendered	Projections April 2010	Projections May 2010	Projections June 2010	Total Projections
							DEVELOPMENT COSTS				0
											0
							SURVEYING	208 552			208 552
							LAND PURCHASE				0
							CONVEYANCING				0
							DEVELOPMENT COSTS				0
6	LT	Raaswater			86	Amajuba	DUE DILLIGENCE		321 427		321 427
							CONVEYANCING	177 378			177 378
							IMPLEMENTATION				0
							DEVELOPMENT COSTS				0
							VALUATION				0
7	LT	Chalstown				Amajuba					0
							DISPOSAL				0
							IMPLEMENTATION				0
							DEVELOPMENT COSTS				0
							VALUATION				0
8	LT	Dageraad		Ptn 01 of Farm Dageraad No. 49			BUSINESS PLAN		99 182		99 182

Capital projects for 2010_11 as per annual budget projections based on the baseline allocation

VRYHEID PROJECTIONS APRIL 2010 - MARCH 2011											
	Project Type	Project Name	Hectares	Property Description	Beneficiaries	District Office	Service to be rendered	Projections April 2010	Projections May 2010	Projections June 2010	Total Projections
9	LT	Ukukhanya Kwe Dival				Amajuba	LAND PURCHASE				0
							CONVEYANCING				0
							DISPOSAL				0
							IMPLEMENTATION				0
							BUSINESS PLAN		99 180		99 180
10	LT	Senzangakhona		Sub 2 of the farm Leardale no 4259		Amajuba	LAND PURCHASE				0
				Sub 2 of the farm Droogte plaats			CONVEYANCING				0
				Sub 1 of the Yarl no. 2962			VALUATION		20 000		20 000
				Sub 3 of the farm Learydale no. 4259			IMPLEMENTATION				0
				Sub 2 of the farm Yarl no. 2962							0
11	LT	Cabighben				Amajuba	VALUATION	15 000			15 000
							IMPLEMENTATION				0
							LAND PURCHASE				0
							CONVEYANCING				0
							DISPOSAL				0

Capital projects for 2010_11 as per annual budget projections based on the baseline allocation

VRYHEID PROJECTIONS APRIL 2010 - MARCH 2011											
	Project Type	Project Name	Hectares	Property Description	Beneficiaries	District Office	Service to be rendered	Projections April 2010	Projections May 2010	Projections June 2010	Total Projections
15	ESTA	KwaPhuzukucabanga	671		50	Amajuba	LAND PURCHASE			2 549 684	2 549 684
							CONVEYANCING				0
							IMPLEMENTATION				0
							DISPOSAL				0
											0
47	BOG	Mpondokazishi	84	portion 5 of (of 1) of the farm harte rivier no. 3324	19	Amajuba	LAND PURCHASE				0
							VALUATION				0
							CONVEYANCING				0
							SURVEYING			500 000	500 000
							DEVELOPMNT CST				0
48	BOG	Kwa Cekwane	730.5085		39	Amajuba	LAND PURCHASE				0
							VALUATION				0
							CONVEYANCING				0
							SURVEYING				0
							DEVELOPMNT CST			500 000	500 000
49	BOG	Masisukumesakhe	365.0174	Ptn 1 of the farm Guelderland No. 8250, Rem of the farm Solace No.9831, The farm the Slide No. 10165	20	Amajuba	LAND PURCHASE				0
							VALUATION				0
							CONVEYANCING				0

Capital projects for 2010_11 as per annual budget projections based on the baseline allocation

VRYHEID PROJECTIONS APRIL 2010 - MARCH 2011											
	Project Type	Project Name	Hectares	Property Description	Beneficiaries	District Office	Service to be rendered	Projections April 2010	Projections May 2010	Projections June 2010	Total Projections
							SURVEYING				0
							DEVELOPMNT CST			300 000	300 000
50	BOG	Ndlondlo	361.4477	Ptn 2 of the farm Solace No. 9831, farm Ochil Tree No. 12309	11	Amajuba	LAND PURCHASE				0
							legal ENTITY				0
							VAT				0
							DEVELOPMNT CST			250 000	250 000
											0
51	BOG	Skietnek/ Qedaga	879.9743	Farm Skietnek No. 3302, Farm Warwick No. 5260	41	Amajuba	LAND PURCHASE				0
							business plan				0
							EQUIPMENT				0
							VAT				0
							DEVELOPMENT COSTS			200 000	200 000
52	BOG	Tennyson/Ezibomvini Comm Trust	239.3333	Ptn 1 of Tennyson No. 6779	19	Amajuba	LAND PURCHASE				0
							CONVEYANCING				0
							EQUIPMENT				0
							VAT				0
							DEVELOPMNT CST			350 000	350 000
53	BOG	Kwakhiphinkunzi	153.2787	Ptn 1 of the farm Adendoff No. 14290	28	Amajuba	LAND PURCHASE				0
							VALUATION				0

Capital projects for 2010_11 as per annual budget projections based on the baseline allocation

VRYHEID PROJECTIONS APRIL 2010 - MARCH 2011											
	Project Type	Project Name	Hectares	Property Description	Beneficiaries	District Office	Service to be rendered	Projections April 2010	Projections May 2010	Projections June 2010	Total Projections
							CONVEYANCING				0
							SURVEYING				0
							DEVELOPMNT CST				0
54	BOG	Zamimpilo	139.8502		21	Amajuba	LAND PURCHASE				0
							VALUATION				0
							CONVEYANCING				0
							SURVEYING				0
							DEVELOPMENT COSTS			1 000 000	1 000 000
55	BOG	Mdlovu Community Trust	166.0427	Ptn 6 (of 1) of Harte Rivier No. 3324	28	Amajuba	LAND PURCHASE				0
							VALUATION				0
							CONVEYANCING				0
							SURVEYING				0
							DEVELOPMNT CST			500 000	500 000
56	BOG	Thuthukane Farming CC	134.9197	Rem of Ptn 7 Schuiklip No. 109	7	Amajuba	LAND PURCHASE				0
							PLANNING				0
							CONVEYANCING				0
							SURVEYING				0
							DEVELOPMNT CST			91 131	91 131

Capital projects for 2010_11 as per annual budget projections based on the baseline allocation

VRYHEID PROJECTIONS APRIL 2010 - MARCH 2011											
	Project Type	Project Name	Hectares	Property Description	Beneficiaries	District Office	Service to be rendered	Projections April 2010	Projections May 2010	Projections June 2010	Total Projections
57	BOG	Dageraad/ Vukuzenzele	660.8045		43	Amajuba	LAND PURCHASE				0
							VALUATION				0
							CONVEYANCING				0
							SURVEYING				0
							DEVELOPMNT CST			500 000	500 000
58	BOG	Geelhoutboom/Vukuzakhe	524.5578		37	Amajuba	LAND PURCHASE				0
							VALUATION				0
							CONVEYANCING				0
							SURVEYING				0
							DEVELOPMNT CST			145 367	145 367
59	BOG	Kaalpoort	721.1071		30	Amajuba	LAND PURCHASE				0
							VALUATION				0
							CONVEYANCING				0
							SURVEYING				0
							DEVELOPMNT CST			400 000	400 000
60	BOG	Holkrans	310		72	Amajuba	LAND PURCHASE				0
							VALUATION				0
							CONVEYANCING				0

Capital projects for 2010_11 as per annual budget projections based on the baseline allocation

VRYHEID PROJECTIONS APRIL 2010 - MARCH 2011											
	Project Type	Project Name	Hectares	Property Description	Beneficiaries	District Office	Service to be rendered	Projections April 2010	Projections May 2010	Projections June 2010	Total Projections
							SURVEYING				0
							DEVELOPMENT COSTS			300 000	300 000
							GRAND TOTALS	400 930	539 789	9 713 359	10 54 078

(ii) ENVIRONMENTAL AFFAIRS

No projects were received.

(iii) AGRICULTURE

The following table summarises the Agricultural projects taking place in the ADM.

TABLE 70: AGRICULTURAL PROJECTS

CORRIDOR LEADER	LOCAL MUNICIPALITY	WARD NO	PROJECT NAME	PROJECT TYPE	PROJECT ACTIVITIES	BUDGET
INFRASTRUCTURE PROJECTS						
	Dannhauser	4	Mthabela	Broiler	Erect 2 X 200 broiler unit, inputs	R 250 000.00
	Newcastle		Phemba	Broiler	Erect 2 X 200 broiler unit, inputs	R 250 000.00
	Dannhauser	8	Gibindlala	Irrigation	Fencing, irrigation, inputs for 2 Ha	R 130 000.00
NJ Dladla	Dannhauser	1	Skobarin	Irrigation Scheme	Fencing, irrigation, inputs for 2 Ha	R 130 000.00
	Dannhauser	5	Buffalo Flats B	Irrigation Scheme	Fencing Irrigation 25Ha	R 750 000.00
	Emadlangeni	3	Zenzele	Broiler	Erect 2 X 200 broiler unit, inputs	R 240 000.00
	Emadlangeni	4	Thekwane	Broiler	Erect 2 X 200 broiler unit, inputs	R 250 000.00
	Emadlangeni	2	Strive for perfection	Irrigation	Fencing, inputs for 2 Ha	R 200 000.00
	Newcastle	6	Buffalo Flats A	Irrigation Scheme	Fencing Irrigation 50Ha	R 1 500 000.00
	Newcastle	7	Drycut	Irrigation Scheme	Fencing, irrigation, inputs for 2 Ha	R 200 000.00
Subtotal						R 3 900 000.00
MECHANIZATION PROJECTS						
	Dannhauser	All	Dannhauser	Mechanization	1 Tractors, implements	R 322 333.00
NJ Dladla	Newcastle	All	Newcastle	Mechanization	1 Tractors, implements	R 322 333.00
	Emadlangeni	All	Emadlangeni	Mechanization	1 Tractors, implements	R 322 334.00
Subtotal						R 967 000.00
MASSIFICATION PROJECTS						
	Dannhauser	10	Mafahlawane	Maize / Beans	Inputs, Tractors, implements for 150Ha	R 3 600 000
	Tractors					R 1 200 000
Subtotal						R 4 800 000

5.3 DEPARTMENT OF ARTS AND CULTURE

5.3.1 VISION

Prosperity and Social Cohesion through Arts and Culture.

5.3.2 MISSION

To provide world class services in the arts and culture for the people of KwaZuluNatal by:

- Developing and promoting arts and culture in the Province and mainstreaming its role in social development.
- Developing and promoting the previously marginalised languages and enhancing the linguistic diversity of the province.
- Collecting, managing and preserving the archival, museum and other forms of information resources.
- Intergrating and providing seamless art and culture services to the communities of the Province.

5.3.3 PROJECTS

TABLE 71: ARTS AND CULTURE PROJECTS

PROJECT/PROGRAMME	PROJECT COST	PROPOSED PROJECT START DATE
WESTERN REGION: DANNHAUSER		
Support to Arts and Culture Forums (All Wards)	R 7 000.00	Ongoing
Establish and support war on Poverty Centres (All Wards)	R 8 300.00	Ongoing
Support Facilitation of multicultural projects (All Wards)	R 30 000.00	2010
Moral Regeneration Programme-focusing on women, youth and disabled (All Wards)	R 28 000.00	2010
Visual Arts and Craft Promotion (Access to LM and exhibition platform)	R 10 000.00	2010
Hip Hop, Story Telling and Kwazulu eliminations (All Wards)	R 10 000.00	2010
Non Accredited skills training (visual arts, craft and performing arts training)	R 40 000.00	2010
Participation in Amajuba Community Arts Festival	R 20 000.00	2010
Performing Arts Promotion	R 55 000.00	2010
Providing a platform and market to visual artists, crafters and promoters	R20 000.00	2010
WESTERN REGION: EMADLANGENI		
Support to Arts and Culture Forums (All Wards)	R5 000.00	2010
Establish and support war on Poverty Centres (All Wards)	R8 300.00	2010
Support Facilitation of multicultural projects (All Wards)	R30 000.00	2010
Moral Regeneration Programme-focusing on women, youth and disabled (All Wards)	R 20 000	2010
Visual Arts and Craft Promotion (Access to LM and exhibition platform)	R 10 000.00	2010
Hip Hop, Story Telling and Kwazulu eliminations (All Wards)	R 10 000.00	2010
Non Accredited skills training (visual arts, craft and performing arts training)	R 20 000.00	2010
Participation in Amajuba Community Arts Festival	R15 000.00	2010
Performing Arts Promotion	R 30 000.000	2010
Providing a platform and market to visual artists, crafters and promoters	R 10 000.00	2010
WESTERN REGION: NEWCASTLE		
Support to Arts and Culture Forums (All Wards)	R 8 000.00	2010
Establish and support war on Poverty Centres (All Wards)	R 8 300.00	2010
Support Facilitation of multicultural projects (All Wards)	R 134 455.00	2010
Moral Regeneration Programme-focusing on women, youth and disabled (All Wards)	R 35 000.00	2010
Visual Arts and Craft Promotion (Access to LM and exhibition platform)	R 10 000.00	2010
Hip Hop, Story Telling and Kwazulu eliminations (All Wards)	R 10 000.00	2010
Non Accredited skills training (visual arts, craft and performing arts training)	R 50 000.00	2010
Participation in Amajuba Community Arts Festival	R35 000.00	2010
Performing Arts Promotion	R 120 000.000	2010
Providing a platform and market to visual artists, crafters and promoters	R 25 000.00	2010
LANGUAGE SERVICES		
Conduct Research on Geographical Names (all local municipalities) Support and research done through District Committees		April 2010
Provide Administration support to Geographical Naming Districts Committees (all local municipalities)		2009/10
Provide the following services: translation, interpreting and editing as per request from		2010
LIBRARIES		
Newcastle: Newcastle, Madadeni Osiweni Libraries internet cafe facility	Annual ongoing connectivity costs and computer salaries 400000pa (ongoing)	2010
Dannhauser LM: Dannhauser Library upgrade and extension (Ward 3)	Part of infrastructure Budget	2010
ARCHIVE S		
eMedlangeni LM: Records Management Inspections	R 6500 for inspection	20-22 July 2010
Newcastle LM: Registry Management Course	R 12 000	20 July 2010
INFRASTRUCTURE DEVELOPMENT		
Dannhauser : Library upgrade and extension (Ward 3)	R2 000.000	Renovation to commence in April 2010
Construction of an Arts Centre at Osiweni Ward 9:	R 10 000.000	October 2009 (Onsite)

5.4 DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

5.4.1 VISION

For KwaZulu-Natal to become a competitive economy that improves the lives of its people.

5.4.2 MISSION

To develop and implement strategies that encourage participatory sustainable economic development

5.4.3 VALUES

The Department commits to providing a conducive environment for its employees. We believe and promote the culture of Ubuntu and subscribe to the following values:

- Caring & Supportive
- Ethics & Integrity
- Accountability
- Transparency
- Innovation
- Commitment

5.4.4 PROJECTS

TABLE 72: DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM

Project/ Programme	Project Cost	2010/11	2011/12	2012/13	Geographical Location (Ward/Area)	Project/ Programme status
Software Engineering Centre (Amajuba FET)	R6 million (5 years)				Newcastle Central Campus	Centre established Tuition has commenced in July 2009
Newcastle Call Centre	R4,8 million				Central Amcor Street	Call Centre established Finishing agreement with investor
Newcastle Incubator	R250 000				N/A	Feasibility Study will be conducted and concluded by end of March 2010
Provincial Broadband Project						
Municipality Broadband Programme						
ICT Incubator						
IT Park						
Newcastle ICT Skills Programme						
Software Engineering programme	R3,75 million	R1, 25 million	R1, 25 million	R1, 25 million		

5.5 DEPARTMENT OF EDUCATION

5.5.1 VISION

Our vision is that of a literate and skilled 21st century society capable of benefiting from participating in all democratic processes and contributing to the development and growth of the people of KwaZulu-Natal.

5.5.2 MISSION

To provide opportunities for all our people to access quality education which will improve their position and contribute to the advancement of democratic values in KwaZulu Natal.

5.5.3 PROJECTS

Most of the capital projects of the department are dealt with under the Department of Works projects.

Requests were made for information from the department and none were received.

5.6 DEPARTMENT OF HEALTH

5.6.1 VISION

Optimal health status for all persons in KwaZulu-Natal

5.6.2 MISSION

To develop a sustainable, co-ordinated, integrated and comprehensive health system at all levels, based on the primary health care approach through the district health system

5.6.3 VALUES

- Trust built on truth, integrity and reconciliation
- Open communication, transparency and consultation
- Commitment to performance
- Courage to learn, change and innovate

5.6.4 PROJECTS

The following table summarises the projects per municipality:

TABLE 73: PROJECTS PER MUNICIPALITY

Dannhauser Municipality					
Sub-programme	Project Name	Scope of work	2010/11 Cost	2011/12 Cost	2012/13 Cost
Clinic	Thandanani	Upgrade & additions	R 2m		
Clinic	Alckockspruit	New Facility	TBD by Works		
EMRS	Dannhauser Base Storeroom	Upgrade & additions	R 800 000		
Forensic Mortuaries	Dannhauser MI Mortuary	New Facility	R 800 000		
Emadlangeni Municipality					
Sub-programme	Project Name	Scope of work	2010/11 Cost	2011/12 Cost	2012/13 Cost
District Hospital	Niemeyer Hospital OPD	Upgrade & additions	R 1m		
EMRS	Groenvlei Base	Upgrade & additions	TBD by Works		
Forensic Mortuaries	Utrecht Facility	New Facility	TBD by Works		

Newcastle Municipality					
Sub-programme	Project Name	Scope of work	2010/11 Cost	2011/12 Cost	2012/13 Cost
Hospital	Madadeni Hospital OPD	Upgrade & additions	R 2m		
Hospital	Newcastle Stores	Upgrade & additions	R 900 000		
Clinic	Rosary Clinic	Upgrade & additions	R 5m		
Clinic	Madadeni 7	Upgrade & additions		R 3m	
Clinic	Nomandien	New Facility			TBD
Clinic	Masondeza	New Facility			TBD
EMRS	Newcastle Base	New facility	R 800 000		
EMRS	Newcastle Office	New facility	R 800 000		

5.7 DEPARTMENT OF HUMAN SETTLEMENT

5.7.1 VISION

Enabling all people to house themselves by engaging various institutions and stakeholders in the provision of a conducive and enabling environment.

5.7.2 MISSION

To effectively and efficiently manage the implementation of National and Provincial Housing Programmes in partnership with the relevant role players, by developing sustainable human settlements characterized by affordable and adequate shelter for qualifying citizens in KwaZulu-Natal.

5.7.3 OBJECTIVES

- Eradication for slums in KwaZulu-Natal by 2014;
- Strengthening governance and service delivery;
- Ensuring job creation through housing delivery;
- Accelerating housing delivery in rural areas;
- Accelerating the hostels redevelopment and upgrade programme;
- creating rental / social housing opportunities;
- Building the capacity of Housing stakeholders (especially municipalities);
- Promotion of homeownership;
- Provision of housing for vulnerable groups including those affected by HIV/ AIDS;
- Ensuring the provision of incremental housing; and
- Implementation of Financial Services Market Programme .

5.7.4 PROJECTS

The following projects are being implemented in the ADM by the department, namely:

TABLE 74: DEPARTMENT OF HOUSING PROJECTS

Project Name	Local Municipality	Instrument	Business Plan Instrument	Intervention	Total Units
Springbok Laagte	Dannhauser KZ254	Institutional Project	3.1 Institutional Subsidies	3. Social and Rental Interventions	963
Emafusini Existing	Dannhauser KZ254	Rural	4.2 Rural Housing: Communal land rights	4. Rural Interventions	230
Emafusini Phase 1	Dannhauser KZ254	Rural	4.2 Rural Housing: Communal land rights	4. Rural Interventions	294
Osizweni D & E	Newcastle KZ252	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	500
Osizweni F Phase 1	Newcastle KZ252	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	450
Osizweni F Phase 2	Newcastle KZ252	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	500
Kwamathukusa	Newcastle KZ252	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	1400
Madadeni Unit K- 2	Newcastle KZ252	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	1145

Project Name	Local Municipality	Instrument	Business Plan Instrument	Intervention	Total Units
Osizweni E Phase 3	Newcastle KZ252	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	670
Osizweni Phase 1	Newcastle KZ252	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	450
Ingqayizivele	Newcastle KZ252	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	640
Charles town	Newcastle KZ252	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	1500
Khathide Phase 2	Newcastle KZ252	Rural	4.2 Rural Housing: Communal land rights	4. Rural Interventions	1000
Utrecht Agrivillage	eMadlangeni KZ253	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	78
Khayaletu	eMadlangeni KZ253	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	91
Emawozeni Housing Project	Newcastle KZ252	Rural	4.2 Rural Housing: Communal land rights	4. Rural Interventions	

Project Name	Local Municipality	Instrument	Business Plan Instrument	Intervention	Total Units
Fairlegh/ Siyahlala -la Housing Project	Newcastle KZ252	Rural	4.2 Rural Housing: Communal land rights	4. Rural Interventions	
Madadeni H 39 Housing Project	Newcastle KZ252	Rural	4.2 Rural Housing: Communal land rights	4. Rural Interventions	
Osizweni E Phase 2	Newcastle KZ252	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	1240
Ramaphosa	Dannhauser KZ254	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	100
Goedehoop Ext. 2	eMadlangeni KZ253	PLS	2.1a Project Linked Subsidies (current commitments approved up to 31/03/07) : Excluding blocked projects	2. Incremental Interventions	330

5.8 DEPARTMENT OF COMMUNITY SAFETY AND LIAISON

5.8.1 VISION

The vision for the Department is to see:

‘The people of KwaZulu-Natal live in a safe and secure environment.’

5.8.2 MISSION

The Mission set for the Department is to:

‘Be the lead agency in driving the integration of community safety initiatives, towards a crime-free KwaZulu-Natal.’

5.8.3 VALUES

In the fulfillment of its Mission and towards the attainment of its Vision, the Department intends achieving performance excellence through adherence to the following operational values:

The full implementation of the Batho Pele principles, namely:

1. **Consultation** - Asking our clients how the Department can improve its services to meet their needs;
2. **Service Standards** - Meeting service standards that reflect the level and quality of service that is important to its clients;
3. **Access** - Making sure that our services are accessible to all who have a right to use them;
4. **Courtesy** - Always being courteous and helpful and treating everyone with dignity and respect;
5. **Information** - Giving our clients all the information they need to assist them in making the best use of our services;
6. **Openness and Transparency** - Being open and transparent about how we use our resources and spend our money;
7. **Redress** - Making it easy for our clients to say when they are unhappy with the service they have received, apologizing immediately and trying to resolve the problem as soon as possible; and
8. **Value for Money** - Making sure that we make the best use of all the Department's resources.
9. Integration of effort - between agencies, local authorities, Government Departments and other stakeholders;
10. **Teamwork** – working together and building a spirit of co-operation;
11. **Knowledge Application** - courage to learn, change and innovate; and Professionalism, honesty and integrity.

5.8.4 PROJECTS

TABLE 75: COMMUNITY SAFETY AND LIAISON PROJECTS

Project/ Programme	Project Cost	2009/10	2010/11	2011/12	2012/13	Geographical Location (Ward/Area)	Project/ Programme Status
Drug Free Generation Youth Impibizo	R1.5 million					Amajuba District	An Impibizo was held at Amajuba FET College Sports ground on 09 April 2009; and was attended by 5 000 youth in school and out of school.
Safe Tea (programme for the Elderly) -2008/9 Women's Day Celebration on 13 August 2009 at the Newcastle Show Hall Women Safety Audit (WSA)							
Safe Tea (programme for the Elderly) -2008/9 Women's Day Celebration on 13 August 2009 at the Newcastle Show Hall Women Safety Audit (WSA)						Amajuba District	The mentioned projects were conducted in Newcastle over the past two financial years:-
Volunteer Social Crime Prevention Programme (VSCPP)	R4, 727, 272					All local municipalities with the Amajuba District	Currently a total of 166 volunteers are deployed and a further 79 has been recruited, will be trained before recruitment
2010 Community Mobilisation Campaign	R250, 000					Newcastle Municipality	The project will be conducted in February 2010
School Safety	R250 000		R100 000	R150 000	-		
Traditional Leadership Capacity Building	R200 000		R200 000	-	-		
Volunteer Social Crime Prevention Programme (VSCPP)	R15, 095, 452		R4, 727, 272	R5, 059, 090	R5, 309,090		
Awareness campaigns to promote civic pride	R300, 900		R150, 900	R150, 000	-		

5.9 DEPARTMENT OF SOCIAL DEVELOPMENT

5.9.1 VISION

The vision of the Department of Social Development is to : 'Enhance the quality of life through an integrated system of Social Development Services

5.9.2 MISSION

The Department is committed to the promotion of Developmental Social Welfare Services and Community Development to people of KwaZulu-natal in partnership with stakeholders

5.9.3 PROJECTS

TABLE 76: SOCIAL DEVELOPMENT PROJECTS

Project/ Programme	Project Cost	2010/11	2011/12	2012/13	Geographical Location (Ward/Area)	Project/ Programme Status
Projects: Poverty Alleviation/Youth Development/soup kitchens	Varies acc to Business Plans				Ward 1 - 31	Operational
Mupawana Shelter for Street Children					Medadeni Ward 21	Operational Currently – 32 children
Deemphile Shelter for Street Children					Newcastle Ward 23	Operational Currently – 34
Medadeni Rehabilitation Centre					Medadeni Ward 21	Operational Capacity – 100
02 RAR centres Reception, assessment, report, referral					Medadeni court Newcastle court	operational
25 Service centres Older Persons	11.00p.p				Ward 1 - 31	Registered and operational
69 Crèches Children	12.00p.p				Ward 1 - 31	Registered and operational
06 HCBC sites	Varies acc Business plans				02 – Newcastle 01 – Oslizweni 02 - Medadeni 01 - Charlestown	Operational
8. Oslizweni Handicraft Centre					Oslizweni	Operational Currently - 102
9. Newcastle School of Industries					Newcastle	Operational Capacity - 100
10. St Anthony's Children's home					Medadeni St Anthony's	Operational Capacity – 100 children
11. LeGatle Old age Home					Newcastle	Operational – Capacity - 112
1. Secure Care Centre		X				
2. Registration of 08 new crèches		X				
3. Youth Programme at Medadeni Rehab		X				
4. Amajuba Youth		X				
5. One Stop Centre at OHC		X				
6. Registration of 08 New Service Centres		X				
7. One stop Centre at Mpuma			X			

5.10 DEPARTMENT OF SPORTS AND RECREATION

5.10.1 VISION

United and healthy communities through Sport and Recreation

5.10.2 MISSION

We will maximize opportunities through the promotion, development and transformation of sport and recreation to create cohesive and sustainable communities and enhance the quality of life of the citizens of KwaZulu-Natal.

5.10.3 VALUES

The department is committed to the following values:

- Honesty
- Integrity
- Loyalty
- Professionalism
- Respect

5.10.4 PROJECTS

The following is a summary of the expenditure of the department in the ADM, namely:

TABLE 77: SUMMARY OF BUDGETS FOR CLIENT SERVICES

	Goods & Services
Structures	R 10,000
Capacity Building	R 185,000
High performance	R 20,000
Development programmes	R 125,000
All other programmes	R 115,000
TOTAL BUDGET	R 455,000

TABLE 78: SUMMARY OF BUDGETS FOR RECREATION

	Goods and Services
Work & Play – Programmes, structures and training	25,000
Beach Games – Programmes, structures and training	25,000
Indigenous Games – Programmes, structures and training	100,000
Active Seniors – Programmes, structures and training	75,000
Rural Horse Riding – Programmes, structures and training	65,000
Recre-Hab – Programmes, structures and training	45,000
Learn and Play	40,000
Other recreational programmes	25,000
TOTAL BUDGET	R 400,000

TABLE 79: SUMMARY OF BUDGETS FOR FACILITIES

	Goods and Services
New facilities through municipalities	-
Upgraded and rehabilitated facilities	-
Municipalities receiving equipment	-
New combi courts, excludes 2010 funding	-
Repairs and renovations	-
TOTAL BUDGET	-

TABLE 80: SUMMARY OF BUDGETS FOR THE OPERATIONAL PLAN

	Total, Goods and Services
Appointment of volunteers	-
Cluster festivals	630,000
Monitoring and evaluation	-
TOTAL BUDGET	R 630,000

5.11 DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

5.11.1 VISION

People centred sustainable local governance, which focuses on effective service delivery, responsive to the needs of the communities.

5.11.2 MISSION

The department will promote people-centred, accountable and viable local governance that accelerates service delivery and ensures sustainable communities.

5.11.3 PROJECTS

The ADM is receiving R1,758,000.00 from the department during the 2010/11 financial year.

5.12 DEPARTMENT OF TRANSPORT

5.12.1 VISION

The KwaZulu-Natal Department of Transport's vision is:
"PROSPERITY THROUGH MOBILITY"

This means that all activities of the Department and the manner in which the Department delivers services to communities will increase the wealth and quality of life to all citizens of the province.

5.12.2 MISSION

The mission statement of the KwaZulu-Natal Department of Transport reads:

We will provide the public with a safe, intergrated, regulated, affordable and accessible transportation system, and ensure that, in delivering on our mandate, we meet the developmental needs of our province

A N D

We will promote a transparent and accountable government, plan in accordance with the needs of our customers, and ensure effective, efficient and transparent delivery of services through the appropriate involvement of the public and through regular and accurate reporting.

5.12.3 OBJECTIVES

- Teamwork
- Integrity
- Transparency
- Equity and fairness
- Mutual Trust and respect
- Customer service
- Courtesy and commitment

5.12.4 PROJECTS

The following projects have been identified by the department in the ADM, namely:

TABLE 81: DEPARTMENT OF TRANSPORT PROJECTS

DC AREA: DC 25 AMAJUBA										
NEW GRAVEL ROADS										
Financial Year	Tribal Name	Amakhosi Served	Project No. (or Local Mun. No.)	RRTF Name	Road Name	Project Location	Activity / Treatment	Target Length Km	Budget	Objective
			(Project No. or Local Mun. No.)	(RRTF name)	(Road No.): & (Road name)	(From name to name)	(Type of treatment)	(Length of gravelling)	(Amount)	(Description)
FINANCIAL YEAR:2010-2011										
2010-2011	Emalangen Tribal Authority	Inkosi Nkosi	KZ 254	Buhlebamakhosi	Vaalbank Ext.	P272-Community	New gravel Road	2.2	850 000	New gravel Road
2010-2011	Amahlubi Tribal Authority	Inkosi Hadebe	KZ 254	Buhlebamakhosi	Moy	P272-Community	New gravel Road	2.5	650 000	New gravel Road
2010-2011	Emalangen Tribal Authority	Inkosi Nkosi	KZ 254	Buhlebamakhosi	Fulathela	P296-Inverness	New gravel Road	3.5	700 000	New gravel Road
2010-2011	Emalangen Tribal Authority	Inkosi Nkosi	KZ 254	Buhlebamakhosi	Shepestone	D1340-D1339	New gravel Road	3.5	700 000	New gravel Road
2010-2011	Amahlubi Tribal Authority	Inkosi Hadebe	KZ 254	Buhlebamakhosi	Mhlungu	P272-Community	New gravel Road	2.5	650 000	New gravel Road
2010-2011	Ndlamlenze Tribal Authority	Inkosi Nzima	KZ 253	Utrecht	Isibabe Ext	P437-Pongola	New gravel Road	2.5	650 000	New gravel Road
2010-2011	Amantungwa Tribal Authority	Inkosi Khumalo	KZ 253	Utrecht	Ntuku	D717-Kweekspruit	New gravel Road	2.5	650 000	New gravel Road
2010-2011	Mgundeni Tribal Authority	Inkosi Mabaso	KZ 253	Utrecht	Thuthuka	P40-Mondi plantation	New gravel Road	2.5	650 000	New gravel Road
2010-2011	Amashandu Tribal Authority	Inkosi Mbatha	KZ 253	Utrecht	Nhlazadolo	D514-Groothoek	New gravel Road	2.5	650 000	New gravel Road
2010-2011	Mgundeni Tribal Authority	Inkosi Mabaso	KZ 253	Utrecht	Ntaba Ext	D181-Slangriver	New gravel Road	1	300 000	New gravel Road
							New gravel Road	25.2	6 450 000	
FINANCIAL YEAR:2011-2012										
2011-2012	Ingwe Tribal Authority	Inkosi Zwane	KZ 254	Buhlebamakhosi	Alcockspruit	P35	New gravel Road	3	892 500	New gravel Road
2011-2012	Ingwe Tribal Authority	Inkosi Zwane	KZ 254	Buhlebamakhosi	Ncandu	P39 to the farm	New gravel Road	3	682 500	New gravel Road

DC AREA: DC 25 AMAJUBA

NEW GRAVEL ROADS

Financial Year	Tribal Name	Amakhosi Served	Project No. (or Local Mun. No.)	RRTF Name	Road Name	Project Location	Activity / Treatment	Target Length Km	Budget	Objective
			(Project No. or Local Mun. No.)	(RRTF name)	(Road No.): & (Road name)	(From name to name)	(Type of treatment)	(Length of gravelling)	(Amount)	(Description)
2011-2012	Emalangen Tribal Authority	Inkosi Nkosi	KZ 254	Buhlebamakhosi	Mfundweni	P296-Uitkyk	New gravel Road	3	735 000	New gravel Road
2011-2012	Emalangen Tribal Authority	Inkosi Nkosi	KZ 254	Buhlebamakhosi	Uitkyk	Access to Phillip	New gravel Road	3	735 000	New gravel Road
2011-2012	Amahlubi Tribal Authority	Inkosi Hadebe	KZ 254	Buhlebamakhosi	Moxy	Phungu-Mzimkhulu	New gravel Road	3	682 500	New gravel Road
2011-2012	Amashandu Tribal Authority	Inkosi Mbatha	KZ 253	Utrecht	Nkamisane	P251-Kwanxumalo	New gravel Road	3	682 500	New gravel Road
2011-2012	Amantungwa Tribal Authority	Inkosi Khumalo	KZ 253	Utrecht	Ingcuba	P37-Mazambane	New gravel Road	3	682 500	New gravel Road
2011-2012	Amantungwa Tribal Authority	Inkosi Khumalo	KZ 253	Utrecht	Hobe	Vaalbank-Kwamntambo	New gravel Road	3	682 500	New gravel Road
2011-2012	Amashandu Tribal Authority	Inkosi Mbatha	KZ 253	Utrecht	Ebuhleni	P41-Ehlanzeni	New gravel Road	3	682 500	New gravel Road
2011-2012	Amashandu Tribal Authority	Inkosi Mbatha	KZ 253	Utrecht	Kingsley	P34/2-Kwasithole	New gravel Road	3	315 000	New gravel Road
								30	6 772 500	
FINANCIAL YEAR:2012-2013										
2012-2013	Emalangen Tribal Authority	Inkosi Nkosi	KZ 254	Buhlebamakhosi	Maluphonjwana	P272-D1340	New gravel Road	3	937 125	New gravel Road
2012-2013	Amahlubi Tribal Authority	Inkosi Hadebe	KZ 254	Buhlebamakhosi	Surry	Spookmill-Mzimkhulu	New gravel Road	3	716 625	New gravel Road
2012-2013	Emalangen Tribal Authority	Inkosi Nkosi	KZ 254	Buhlebamakhosi	Uitsig	P296-Phillip	New gravel Road	3	771 750	New gravel Road
2012-2013	Emalangen Tribal Authority	Inkosi Nkosi	KZ 254	Buhlebamakhosi	Willsfarm	P296-Dorset	New gravel Road	3	771 750	New gravel Road
2012-2013	Amahlubi Tribal Authority	Inkosi Hadebe	KZ 254	Buhlebamakhosi	Madgalena	P272-Nkosibomvu	New gravel Road	3	716 625	New gravel Road
2012-2013	Mgundeni Tribal Authority	Inkosi Nkosi	KZ 253	Utrecht	Amakhanka	D378-P332	New gravel Road	3	716 625	New gravel Road

DC AREA: DC 25 AMAJUBA

NEW GRAVEL ROADS

Financial Year	Tribal Name	Amakhosi Served	Project No. (or Local Mun. No.)	RRTF Name	Road Name	Project Location	Activity / Treatment	Target Length Km	Budget	Objective
			(Project No. or Local Mun. No.)	(RRTF name)	(Road No.): & (Road name)	(From name to name)	(Type of treatment)	(Length of gravelling)	(Amount)	(Description)
2012-2013	Mgundeni Tribal Authority	Inkosi Nkosi	KZ 253	Utrecht	Manzimnyama	Bivane-Lembe	New gravel Road	3	716 625	New gravel Road
2012-2013	Amashandu Tribal Authority	Inkosi Mbatha	KZ 253	Utrecht	Emanatshini	P41-D332	New gravel Road	3	716 625	New gravel Road
2012-2013	Amashandu Tribal Authority	Inkosi Mbatha	KZ 253	Utrecht	Ncome	P251-D426	New gravel Road	3	716 625	New gravel Road
2012-2013	Ndlamlenze Tribal Authority	Inkosi Nzima	KZ 253	Utrecht	Phayindani	P332-Ndlamlenze	New gravel Road	3	330 750	New gravel Road
								30.00	7 111 125	

5.13 DEPARTMENT OF PUBLIC WORKS

5.13.1 VISION

"A thriving economy through infrastructure development and property management"

5.13.2 MISSION

"We will lead in infrastructure development and property management in KwaZulu-Natal"

5.13.3 PROJECTS

TABLE 82: PUBLIC WORKS PROJECTS

Project/ Programme	Project Cost	2010/11	2011/12	2012/13	Geographical Location (Ward/Area)	Project/ Programme Status
Enkululekweni P/School	6,500,000.00				Osizweni	Construction
Sekusile S/Sec/School	3,250,057.00				Osizweni	Construction
Newcastle Hospital	16,000,000.00				Newcastle	Construction
Osizweni Clinic No 3	3, 280,000.93				Osizweni 03	Construction
Newcastle SAPS Mortuary	9,377,000.00				Newcastle	Construction
Newcastle School of Industries	35, 000,000.00				Newcastle	Construction
Amajuba District Office	4, 200,000.00				Newcastle	Construction
Madadeni 1 Clinic	R1, 500,000.00				Madadeni 1	Construction
Madadeni 7 Clinic	R3, 000,000.00				Madadedni	Pending Award of Contractor
Madadeni Mortuary	R17, 900,000.00				Madadeni Mortuary	Construction
113 Panorama Drive	R10, 000,000.00				Newcastle	Construction
Khethokuhle Primary School	R32, 000,000.00				Osizweni	Pending advertising
Vumanisabelo	R15, 000, 000.00				Osizweni	Construction
Vulindlela Primary School	R5, 500, 000.00				Osizweni	Construction
Ingogo Clinic	R14, 700,000.00				Ingogo	Design
Rosary Clinic	R5, 00,000.00				Osizweni	Design
Newcastle Hospital – Pharmacy & Physio	R25, 000,000.00				Newcastle	Design
Greenock Clinic	R1, 844,000.00				Newcastle	Construction
Mndozo Clinic	R1, 730,000.00				Newcastle	Construction

The following table summarises the three year Implementation Plan for the ADM with committed human (departmental) and financial resources.

TABLE 83: THREE YEAR IMPLEMENTATION PLAN WITH COMMITTED HUMAN AND FINANCIAL RESOURCES

OPERATING & CAPITAL EXPENDITURE BY VOTE				
Description		Medium Term Revenue and Expenditure Framework		
		BUDGET +1	Budget Year +2	Budget Year +3
		2010/11	2011/12	2012/13
OPERATING EXPENDITURE BY VOTE				
	Executive and Council	34,990,394.00	16,684,962.03	20,769,540.95
	Office of the Municipal Manager	9,183,238.30	9,289,136.36	9,837,195.40
	Corporate Services	7,677,995.21	8,132,046.93	8,611,837.70
	Community Services	12,486,316.97	13,223,009.68	14,003,167.25
	Financial Services	8,977,549.29	9,507,224.70	10,068,150.95
	Technical Services	9,096,764.51	9,633,473.61	10,201,848.56
	Thusong Service Centre	1,510,039.10	1,334,381.41	1,413,109.92
	Development and Planning	18,851,807.30	19,964,063.93	21,141,943.70
	Disaster Management Centre	10,999,281.02	11,648,238.60	12,335,484.68
	Water and Sanitation Services			
TOTAL OPERATING EXPENDITURE BY VOTE		113,773,386	99,416,537	108,382,279

CAPITAL EXPENDITURE BY VOTE		Medium Term Revenue and Expenditure Framework		
		BUDGET +1	Budget Year +2	Budget Year +3
		2010/11	2011/12	2012/13
	Executive and Council			
	Office of the Municipal Manager			
	Corporate Services			
	Community Services			
	Financial Services			
	Technical Services			
	Thusong Service Centre			
	Development and Planning			
	Disaster Management Centre			
	Water and Sanitation Services			
	SUB TOTAL :BASIC CAPITAL			
	Ad hoc Capital : Sports Facilities	-		-
	Ad hoc Capital : Backlogs in Water and Sanitation at schools and clinics	5,871,000	15,187,000	9,813,000
	Ad hoc Capital : Infrastructure			
	Ad hoc Capital : Water and Sanitation	34,265,000	41,211,000	50,109,000
	Ad hoc Capital ; Library Building Projects	500,000		
	Ad hoc Capital : Public Works allocation	4,592,000		
	SUB TOTAL :INFRASTRUCTURE CAPITAL	45,228,000	56,398,000	59,922,000
	CAPITAL EXPENDITURE BY VOTE	45,228,000	56,398,000	59,922,000

TABLE 84: TECHNICAL SERVICES IMPLEMENTATION PLAN

Description		Medium Term Revenue and Expenditure Framework		
		Budget Year	Budget Year +1	Budget Year +2
		2010/2011	2011/2012	2012/13
<u>ENGINEERING SERVICES-I.D.P.PROJECTS</u>				
<u>MIG GRANT FUNDING PROJECTS</u>				
0718/1697/0000	Mig Grant Funding Projects	34,265,000	41,211,000	50,109,000
		34,265,000	41,211,000	50,109,000
<u>PUBLICWORKS GRANT FUNDING PROJECTS</u>				
0720/9999/0000	Expanded Publicworks Program	4,592,000	0	0
		4,592,000	0	0
<u>DWAF GRANT FUNDING PROJECTS</u>				
0719/9999/0000	Backlogs in Water and Sanitation at schools and clinics	0	0	0
0719/0000/0000	Emadlangeni Bulk Water Supply	5,871,000	15,187,000	9,813,000
		5,871,000	15,187,000	9,813,000
<u>ARTS,CULTURE AND TOURISM</u>				
0715/9999/0000	Library Services	500,000	0	0
		500,000	0	0
TOTAL IDP CAPITAL PROJECTS		45,228,000	56,398,000	59,922,000

7.3 PROJECTS IDENTIFIED BY THE IDP REPRESENTATIVE FORUM MEMBERS

7.3.1 PROJECT “WISH-LIST”

Due to the large number of projects in this section of the IDP, many of which have been completed by the ADM and/ or other funders and many which date back to the early 2000's, it was decided to request applicants to reapply for project support to the ADM. This request was communicated to the ADM community in both the press and at the IDP RF.

The “wish-list” projects contained in this IDP Review document represent the ones received during the 2009/10 financial year only. The project applications received are contained in **Annexure K.4** and are summarised per sector as follows:

TABLE 86: PROJECT APPLICATIONS

FOCUS AREA	NUMBER OF APPLICATIONS
LED and Poverty Alleviation	121

7.3.2 “WISH-LIST PROJECTS” IMPLEMENTED IN THE 2009/10 FINANCIAL YEAR

The following projects were completed during the 2008/9 and 2009/10 financial years from the “wish-list”.

TABLE 87: POVERTY ALLEVIATION AND LED PROJECTS COMPLETED DURING THE 2008/9 BUDGET

PROJECT NAME	LOCATION	CONTACT PERSON	TELEPHONE	BUDGET
Community Gardens				
Asisebenzeni	NN Blawbosch Wrd 18	Jabu Nkonyane	839281526	R10 000.00
Jiyane Woman Garden	NUT Jiyane Wrd 3	Albertina Xaba	763703681	R10 000.00
Zamokuhle Veg	NDH Emafusini Wrd 2	M .Zikalala	346212233	R10 000.00
Bambanani Farming	NDH Clones Wrd 4	Tomas Malinga	720211855	R10 000.00
Morala Garden	NN Madadeni Wrd	Solomon Tsotesti	822950146	R10 000.00
Mahlamvana	NDH Ntendeka Wrd 10	Anna Zwane	726172899	R10 000.00
Poultry				
Vusimpilo (disabled)	NN Madadeni Wrd 30	Joyce Kubheka	847884679	R15 000.00
Insonyama	NN Madadenu Wrd 26	Busi Dlamini	720143766	R15 000.00
Emakhuzeni	NUT Bensdorp Wrd 2	Cynthia Nobaza	764675984	R15 000.00
Mabaso T.A Poultry	NUT Mnguni Wrd 1	A. Mabaso	732123842	R15 000.00
Izwilethu / Poona	NDH Poona Wrd 6	Grace Lwandle	842388573	R15 000.00
Ziphakamiseni	NDH Sheptonelake Wrd 9	Simon Thomo	737063077	R15 000.00
Siyazama	NDH Clonee Wrd 5	Sizakele Mazibuko	760734651	R15 000.00
Simunye	NDH Milford Farm Wrd 4	Joyce Hlongwane	839424188	R15 000.00
DNC Poultry and Veg.	NDH Ward 2	V.T Njapha	737786777	R15 000.00
Sewing				
Thungakahle	NN Madadeni Wrd 22	Pamela	735239802	R20 000.00
Zamanani	NDH Bannffa Wrd 8	Jabulile Simelane	782314819	R20 000.00
Siyathuthuka	NDH Kwamdakane Wrd 7	Lilian Manyathela	743173235	R20 000.00
Inkanyezi	NDH Rooiport Wrd 5	Rose Zwane	792276403	R20 000.00
Ubuhlebomzinyathi Youth Org	NDH Buhlebomzinyathi Wrd 9	Bongani Linda	828857676	R20 000.00
Baking/Catering				
Emthonjeni	NN Madadeni Wrd 14	Zandile Kubheka	836229736	R20 000.00
Nokuthula	NN Maadadeni Wrd 23	Nokuthula	724607328	R20 000.00
Miracle of Soul City	NUT Groenvlei Wrd 4	Zanele Kubheka	735404431	R20 000.00
Sinqobile	NDH Hudula Wrd 9	Bheki Zwane	732103615	R20 000.00
Hilltop Youth Org	NDH Hilltop Wrd 3	Kwenzi Madondo	739564097	R20 000.00
Siyathuthuka	Bannffa Farm Wrd 8	Dudu Xhakaza	730085554	R20 000.00
Car Wash				
Spinners	NN Madadeni Wrd 24	Lungiswa	782129714	R5 000.00
Togetherness Car Wash	NN Madadeni Wrd 23	Lindani Gule	769016999	R5 000.00
Arts & Craft				
Masizithuthukise	NN Madadeni Wrd 23	Zama Nkosi	794457909	R15 000.00
			TOTAL	R310 000.00
GRAND TOTAL				R440 000.00

TABLE 88: POVERTY ALLEVIATION AND LED PROJECTS COMPLETED DURING THE 2009/10 BUDGET

PROJECT NAME	LOCATION	CONTACT PERSON	TELEPHONE	BUDGET
Bakery				
Zamimpilo Baking	NDH KwaMdakane Wrd	Joyce Dlamani	0826269060	R38 000.00
Community Garden				
Kugiya Umbango Garden	NDH Verdriet Wrd 3	Mr. Thusi	0728752834	R30 000.00
Ikhaya Lengulube	NN Madadeni Wrd 27	Mr.Yisa	0764266254	R30.000.00
Services				
Naledi Hairsalon	NN Madadeni Wrd 23	Ms. Ndlovu	0796360675	R30 000.00
Vusi Hairsalon	NN Madadenu Wrd	Mr.Mathebula	0837226618	R30 000.00
Nomachule Photographic	NN Madadeni W rd 20	Mr.Magwaza	0728724709	R190 000.00
Thandimpumelelo Laundromat	NDH Durnacol Wrd 2	Mrs. Buthelezi	0822232237	R79 765.80
Ukukhanyakwezibusiso	NN Madadeni Wrd 24	Mrs. Tshabalala	0784848718	R79 765.80
Manufacturing				
Unlimited skills jewellery	NDH Durnacol Wrd 2	Mr. Zwane	0726269313	R134 000.00
Art & Craft				
Ubuhle Leather Works	NN KwaMathukuza Wrd 22	Mr.Mkhonza	0781614301	R90 000.00
Agriculture				
Isibanisethu Laying hens	NN Osizweni Wrd 12	Mrs. Xulu	0784495701	R180 000.00
Smaco Laying Hens	NUT November Drift	Mr. Thwala	0736460320	R80 000.00
Car Wash				
Amajuba car wash	NN Madadeni Wrd	Sphamandla		R25 000.00
Carnival car wash	NN Osizweni Wrd 10	Mr. Cele	0721962018	R25 000.00
Tourism				
Bread & Breakfast	Providing Promotional Material for various B&B			R50 000.00

7.4 2010/11 IDP PROJECTS

The following table summarises the projects planned for implementation by the municipality during the 2010/11 financial year:


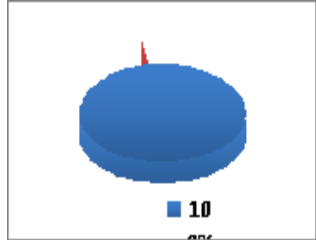
TABLE 89: ONE YEAR DETAILED OPERATIONAL PLAN


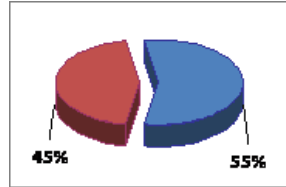
Description		2010/11 Medium Term Revenue and Expenditure Framework		
		Budget Year	Budget Year +1	Budget Year +2
		2010/2011	2011/12	2012/13
	OPERATING PROJECTS			
	COMMUNITY SERVICES PROJECTS			
4422	Sports & Recreation;	3,075,260	3,256,700	3,448,846
4442	Disabled Programmes;	250,000	264,750	280,370
4444	Placement of Health Service	1,000,000	1,059,000	1,121,481
4446	HIV/AIDS Plan Implementation	1,000,000	1,059,000	1,121,481
4463	Youth;	500,000	529,500	560,741
4469	Arts & Culture;	200,000	211,800	224,296
4472	Marketing & Corporate Image	25,000	26,475	28,037
		6,050,260	6,407,225	6,785,252
	COUNCIL AND EXCO			
4424	WSP Agreement - Uthukela Water	29,659,386	11,039,425	14,790,917
		29,659,386	11,039,425	14,790,917
	MUNICIPAL MANAGER			
4437	Promotions;	1,525,000	1,614,975	1,710,259
4439	Senior Citizens Programme;	160,000	169,440	179,437
4442	Disabled Programmes;	450,000	476,550	504,666
4445	Poverty Alleviation;	1,000,000	1,059,000	1,121,481
4446	HIV/AIDS Plan Implementation	1,000,000	1,059,000	1,121,481
4453	Audit Fees-Internal;	300,000	317,700	336,444
4462	Annual Report;	200,000	211,800	224,296
4463	Youth;	500,000	529,500	560,741
4464	Gender & Children;	700,000	741,300	785,037
4465	Mayors Discretionary Fund	-	-	-
4466	Mayors Projects	-	-	-
4469	Arts & Culture;	1,400,000	1,482,600	1,570,073
		7,235,000	7,661,865	8,113,915
	CORPORATE SERVICES			
4440	Experience Training;	50,000	52,950	56,074
4524	Employee Wellness Programme	90,000	95,310	100,933
		140,000	148,260	157,007

Description		2010/11 Medium Term Revenue and Expenditure Framework		
		Budget Year	Budget Year +1	Budget Year +2
		2010/2011	2011/12	2012/13
	DISASTER MANAGEMENT SERVICES			
4470	Emergency Water Supplies;	800,000	847,200	897,185
4490	Disaster Management Centre	2,000,000	2,118,000	2,242,962
4491	Disaster Manage Capacity B	450,000	476,550	504,666
4492	Disaster Management Implementation	200,000	211,800	224,296
4493	Fire Fighting Services;	800,000	847,200	897,185
4530	Disaster Relief interventions	4,200,000	4,447,800	4,710,220
		7,650,000	8,101,350	8,579,330
	PLANNING AND DEVELOPMENT			
4449	Cemetery Implementation;	200,000	211,800	224,296
4447	Environment Plan Review;	350,000	370,650	392,518
4448	Environment Awareness;	100,000	105,900	112,148
4445	Poverty Alleviation;	1,000,000	1,059,000	1,121,481
4467	IDP Review Support Grant;	50,000	52,950	56,074
4468	PMS Management & Review;	500,000	529,500	560,741
4475	LED/Tourism training facilities	55,000	58,245	61,681
4476	Tourism Shows & Exhibitions	70,000	74,130	78,504
4477	Website development & host	500,000	529,500	560,741
4478	AFLED Capacity Building;	40,000	42,360	44,859
4481	Gijima Manufacturing Plan;	100,000	105,900	112,148
4483	ADM Tourism Project Support	550,000	582,450	616,815
4484	Develop Inform System Supp	750,000	794,250	841,111
4485	CTO Support;	250,000	264,750	280,370
4486	Amajuba Tourism Marketing;	400,000	423,600	448,592
4487	LED Project Support;	1,000,000	1,059,000	1,121,481
4488	GIS Implementation;	140,000	148,260	157,007
4510	LED Manufacturing Strategic Project Support	1,000,000	1,059,000	1,121,481
4511	LED Agricultural Strategic Project Support	1,000,000	1,059,000	1,121,481
4512	Budget & IDP Road shows-Strategic Support	650,000	688,350	728,963
4513	Growth & Development Summit	200,000	211,800	224,296
4520	Project Initiation Fund	1,000,000	1,059,000	1,121,481
4521	Town Planning Support	1,000,000	1,059,000	1,121,481
4524	Employee Wellness Programme	90,000	95,310	100,933
	SubTotal	10,995,000	11,643,705	12,330,684
	TOTAL OPERATING PROJECTS	61,729,646	45,001,830	50,757,104

7.5 ENGINEERING PROJECT SUMMARY



AMAJUBA SPORTS COMPLEX - CIVIL CONTRACT

GENERAL INFORMATION (31 Jan. 2010)		DESCRIPTION OF PROJECT							
MIG number	2007MIGFDC25153355	External Works modifications and alterations, rehabilitation of pitches and installation of any updated drainage system. Construction of a pump house and services. Rehabilitation of existing roadworks							
IDT Project no.	T2008/34	PROJECT DATA							
Name of consultant	E L Sons Consortium	Bulk water							
Name of contractor	TM Mtshali, Kamlisa JV	Roads	Sports Field	General	Irrigation	Drainage			
		100%	100%	100%	100%	100%			
		FINANCIAL DATA							
		Project Value			Payments to date		Progress (%)		
		Contract Sum	5,062,181.48	Work done	4,888,630.56				
		Contingencies	506,218.52	Contingencies	0.00				
		VAT	621,671.41	Total	4,888,630.56				
		Sub-Total	4,440,510.07	VAT	684,408.28				
		TOTAL	5,568,400.00	TOTAL	5,573,038.84				
		Variation orders (3)		500,647.18	Variation orders		1-3		
		Estimated final Project Value		6,069,047.18	Estimated final Project Value		6,069,047.18		
		CONTRACT DATA							
PROGRESS REPORT Roads 100% Sports Field 100% General 100% Irrigation 100% Drainage 100%		Start date	Completion date	Period (m)	Time elapsed	%	Ext of time		
		06-Apr-08	18-Nov-09	7	7	100.00%	No		
		KPI - SUMMARY							
						Values			
		Labour							
		Men	Women	Youth	Disabled	Labour	SMME	Local Material	Plant
		29	7	19	Nil	Not Supplied	Not Supplied	Not Supplied	Not Supplied
		KEY ISSUES							
		Previous issues				Action taken			
		New issues							
		Practical Completion Certificate issued 9th December 2009 - 50% of Retention (R 244,431.53) held till 8th December 2010 The following issues are pending: 1) Early in January 2010 Call a meeting to all stakeholders on the maintenance program for new fields 2) Employment of grounds men and purchasing of maintenance equipment 3) Client responsible fro security and insurances							

AMAJUBA SPORTS COMPLEX - BUILDING CONTRACT	GENERAL INFORMATION (31 Jan. 2010)		DESCRIPTION OF PROJECT							
	MIG number	2007MIGFDC25153355	The renovation of the Existing Monte Vista Casino Complex in order to create a Sports and Leisure Centre, with two soccer/rugby fields, one cricket pitch, renovated grand stand, ablution facilities and renovation and upgrades to create a conference hall.							
	IDT Project no.	T2009/01								
	Name of consultant	E L Sons Consortium								
	Name of contractor	Siyabonga Business								
			PROJECT DATA							
			Bulk water							
			Block A	Block B	Block C	Block D	Block E			
			98%	100%	100%	65%	2%			
			FINANCIAL DATA							
	Project Value			Payments to date			Progress (%)			
	Project Value		5,263,157.89	Work done		R 3,066,141.64				
	Contingencies		263,157.90	Contingencies		0.00				
	Total		5,526,315.79	Total		3,066,141.64				
	VAT		773,684.21	VAT		429,259.83				
	TOTAL		6,300,000.00	TOTAL		3,495,401.47				
						2,804,598.53				
	Variation orders		371,840.35	Variation orders		1 to 13				
	Estimated final Project Value		6,671,840.35	Estimated final Project Value		7,451,721.67				
	CONTRACT DATA									
	PROGRESS REPORT		Start date	Completion date	Period (m)	Time elapsed	%	Ext of time		
			06-Apr-08	31-Mar-10	7	11	157.14%	Pending		
	Establishment		100%							
	Structural steel repairs		±70%							
	Brickwork		±95%							
Seats		±100%								
Plastering		±100%								
Electrical Works		±94%								
Plumbing and Drainage		±92%								
Seat Installation		±100%								
Temporary seating		±0%								
Carpentry Repairs		±97%								
Tiling		±70%								
Carpeting to Block A		±95%								
Paintwork		±80%								
KPI - SUMMARY										
Labour				Values						
Men	Women	Youth	Disabled	Labour	SMME	Local Material	Plant			
23	7	18	Nil	Not Supplied	Not Supplied	Not Supplied	Not Supplied			
KEY ISSUES										
Previous issues				Action taken						
Contractors consistent delayed Progress, Health and Safety Provisions and effective participation of local community				Remedial Action, Rescue plan and extension of time implemented						


	Sanitary Fittings	±80%	New issues			
	Lighting Installation	±80%	Contractor to Submit Delay Claims - Please note Contractor is in Penalties R 90 720.00			
			Revised Completion			
			Dates			
			Block A	2010-02-05	Block D	2010-03-31
			Block B	2010-02-05	Block E	Fire Damage
			Block C	2010-02-05	Block F	2010-03-31

BUFFALO FLATS WATER SUPPLY PHASE 1


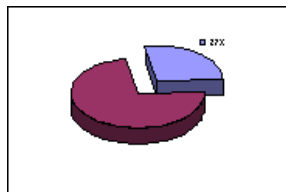
GENERAL INFORMATION (Jan 2010)		DESCRIPTION OF PROJECT													
MIG number	MIGFDC25113626	The construction of bulk supply lines, storage tanks, and water reticulation networks for the Buffalo Flats Phase 1 rural area													
uThukela water PN	1094														
Name of consultant	BCP Engineers														
Name of contractor	Ingwe/Vdan/NN Civils	PROJECT DATA													
		Bulk water			Reticulation										
		Reservoir	Pump stations	Rising main	Gravity lines	Reservoirs	Pipe Lines	Stand pipes	Households						
		2	1	6000m	3500	2	89000	250	3844						
FINANCIAL DATA															
Project Value				Payments to date			Progress (%)								
Project Value		21,732,000.00		Work done		21,731,592.13									
Contingencies		0.00		Contingencies		0.00									
Total		21,732,000.00		Total		21,731,592.13									
VAT		3,042,480.00		VAT		3,042,422.90									
TOTAL		24,774,480.00		TOTAL		24,774,015.03									
Variation orders		None		Variation orders		None									
Estimated final Project Value		24,774,480.00		Estimated final Project Value		24,774,480.00									
CONTRACT DATA															
Start date		Completion date		Period (m)		Time elapsed		%		Ext of time					
01-Dec-06		30-Nov-09		35		37		105.7%		2					
KPI - SUMMARY															
Labour					Values										
Men		Women		Youth		Disabled		Labour		SMME		Local Material		Plant	
139		82		249				R 2,019,575.00		R 1,003,318.00		R 2,584,085.00		R 2,781,008.00	
KEY ISSUES															
Previous issues						Action taken									
Water pipes to the value of R4 454 524-92 were purchased and is included in the value above.						N/A									
New issues															


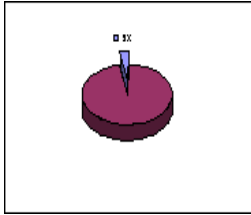
Substantially complete and operational

EMADLANGENI RURAL BULK WATER SUPPLY


GENERAL INFORMATION Jan 2010		DESCRIPTION OF PROJECT							
MIG Project number		A feasibility study for planning, design and construction of rural bulk potable water supplies to the Emadlangeni Region							
uThukela water PN	004_1116								
Name of consultant	Actus Integrated Management	PROJECT DATA							
Name of contractor	N/A	Bulk water (Water Purification Plant)				Reticulation			
		Boreholes	Pre-settling	Filters	Chambers	Reservoir	Pipe Lines	Stand pipes	Households
		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FINANCIAL DATA									
Contract Value				Payments to date			Progress (%)		
Tender amount		480,000.00		Work done		236,928.00		48.35%	
Disbursements		10,000.00		Contingencies		0.00			
Total		490,000.00		Total		236,928.00		Cash flow values	
VAT		68,600.00		VAT		33,169.92		2008/2009	490,000.00
TOTAL		558,600.00		TOTAL		270,097.92		2009/2010	
								Total	490,000.00
Variation orders		None		Variation orders		None		Variance	0.00
Estimated final Value		490,000.00				490,000.00			
CONTRACT DATA									
Start date			Completion date			Period (m)	Time elapsed	%	Ext of time
						4	4		
PROGRESS REPORT									
KPI - SUMMARY									
Labour					Values				
Men	Women	Youth	Disabled	Labour	SMME	Local Material	Plant		
New issues									
Awaiting Council approval ,and farmer agreements									

EMADLANGENI BULK WATER SUPPLY



GENERAL INFORMATION (Jan 2010)		DESCRIPTION OF PROJECT								
MIG number	N/A	The construction of bulk supply lines, storage tanks and pumpstations for Emandlangeni Bulk Water Project								
uThukela water PN	1103									
Name of consultant	SSI Engineers	PROJECT DATA								
Name of contractor	Quality Valves & Pilcon	Bulk water			Reticulation					
		Reservoir	Pump stations	Rising main	Gravity lines	Reservoirs	Pipe Lines	Stand pipes	Households	
		2	2	6000m	18000m				9826	
		FINANCIAL DATA								
		Project Value			Payments to date		Progress (%)			
		Project Value	43,176,000.00	Work done(incl retention)		11,596,709.11				
		Contingencies	0.00	Contingencies		0.00				
		Total	43,176,000.00	Total		11,596,709.11				
		VAT	6,044,640.00	VAT		1,623,539.28				
		TOTAL	49,220,640.00	TOTAL		13,220,248.39				
		Variation orders	None	Variation orders		None				
	Estimated final Project Value	49,220,640.00	Estimated final Project Value		49,220,640.00					
CONTRACT DATA		Start date	Completion date		Period (m)	Time elapsed	%	Ext of time		
PROGRESS REPORT		Mar-09	30-Jul-12		41	10	24.4%			
Contract for pipe supply has been awarded Phase 1 Tender closed on 7 Aug 2009 Phase 1 Contract was awarded Phase 1 Commencement date 16 Nov 2009 Phase 2 Tender closed on 11 Dec 2009		KPI - SUMMARY								
		Labour				Values				
		Men	Women	Youth	Disabled	Labour	SMME	Local Material	Plant	
		KEY ISSUES								
		Previous issues				Action taken				
						N/A				
		New issues								
		Pipes to the value of R8101484.10 excl VAT has been purchased								

BUFFALO FLATS WATER SUPPLY PHASE 3	GENERAL INFORMATION (Jan 2010)		DESCRIPTION OF PROJECT								
	MIG number	2008MIGFDC25157145	The construction of bulk supply lines, storage tanks, and water reticulation networks for the Buffalo Flats Phase 3 rural area								
	uThukela water PN	1107									
	Name of consultant	BCP Engineers									
	Name of contractor	N/A									
		PROJECT DATA									
		Bulk water				Reticulation					
		Reservoir	Pump stations	Rising main	Gravity lines	Reservoirs	Pipe Lines	Stand pipes	Households		
		1	2	1000 m	15400	9	225 000	552	6975		
		FINANCIAL DATA									
		Project Value			Payments to date					Progress (%)	
		Project Value		73,261,387.00	Work done		2,374,822.77				
		Contingencies		0.00	Contingencies		0.00				
		Total		73,261,387.00	Total		2,374,822.77				
		VAT		10,256,594.18	VAT		332,475.19				
	TOTAL		83,517,981.18	TOTAL		2,707,297.96					
	Variation orders		None	Variation orders		None					
	Estimated final Project Value		83,517,981.18	Estimated final Project Value		83,517,981.18					
	CONTRACT DATA										
	PROGRESS REPORT		Start date		Completion date		Period (m)	Time elapsed	%	Ext of time	
	First Construction Tender awarded on 14 Jan 2010		01-Jun-09		30-Mar-14		63	8	12.7%		
	Establishment ±5%										
	Water Pipelines Nil		KPI - SUMMARY								
	Standpipes & meters Nil										
	Valves and chambers Nil		Labour				Values				
	Water Meter chambers Nil		Men	Women	Youth	Disabled	Labour	SMME	Local Material	Plant	
Galvanised Tanks Nil		4	3	5		R 7,800.00	Nil	R 2,500.00	Nil		
Testing Pipelines Nil											
Commissioning Pipelines Nil		KEY ISSUES									
Pumphouse Nil		Previous issues				Action taken					

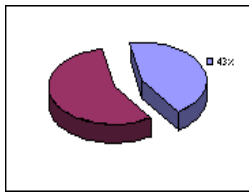
	Complete			
	Pumphouse Tanks	Nil		
	Pumphouse			
	Chambers	Nil		
	Reservoir complete	Nil		
	Commissioning			
	Pumphouse	Nil		
	Commissioning			
	Reservoir	Nil		
New issues				

BENSNDORP SPORTFIELD - UTRECH	GENERAL INFORMATION (February 2009)		DESCRIPTION OF PROJECT															
	DSR NO	SRRFKN 57	Construction of the Bensdorp sportfield at Utrecht															
	ADM TENDER NO.																	
	Name of consultant	RB PROJECT																
	Name of contractor	ANGLIA INVESTMENT	PROJECT DATA															
			combo court				fencing	grassing	ablution	water supply								
			1				1	1	1	1								
			FINANCIAL DATA															
			Project Value				Payments to date				Progress (%)							
			Project Value				1,842,105.26				Work done				1,580,378.57			
			Contingencies				0.00				Contingencies				0.00			
			Total				1,842,105.26				Total				1,580,378.57			
			VAT				257,894.74				VAT				221,253.00			
			TOTAL				2,100,000.00				TOTAL				2,100,000.00			
			Variation orders				None				Variation orders				None			
			Estimated final Project Value				2,100,000.00				Estimated final Project Value				2,100,000.00			
			CONTRACT DATA															
	PROGRESS REPORT		Start date		Completion date		Period (m)		Time elapsed		%		Ext of time					
	Site establishment	100%	03-Mar-09		09-Oct-15		7		7		100.0%		0					
	Site Clearance	100%																
	COMBO COURT	100%	KPI - SUMMARY															
	ABLUTION BLOCK	100%	Labour						Values									
	LAND SCAPING	100%	Men	Women	Youth	Disabled	Labour	SMME	Local Material	Plant								
	FENCING	100%	24	14	30	R 0	R 120,000.00	R -	R -									
	WATER SUPPLY	100%																
	Expected completion in first week of July																	

BUFFALO FLATS WATER SUPPLY PHASE 2

GENERAL INFORMATION (Jan 2010)		DESCRIPTION OF PROJECT							
MIG number	2007MIGFDC25153355	The construction of bulk supply lines, storage tanks, and water reticulation networks for the Buffalo Flats Phase 2 rural area							
uThukela water PN	1104								
Name of consultant	BCP Engineers								
Name of contractor	Ingwe								
		PROJECT DATA							
		Bulk water				Reticulation			
		Reservoir	Pump stations	Rising main	Gravity lines	Reservoirs	Pipe Lines	Stand pipes	Households
		1	1	3500 m	6800	4	144 000	350	5159
		FINANCIAL DATA							
		Project Value		Payments to date		Progress (%)			
		Project Value	30,526,800.88	Work done	21,542,263.25				
		Contingencies	0.00	Contingencies	0.00				
		Total	30,526,800.88	Total	21,542,263.25				
		VAT	4,273,752.12	VAT	3,015,916.86				
TOTAL	34,800,553.00	TOTAL	24,558,180.11						
Variation orders		None	Variation orders	None					
Estimated final Project Value		34,800,553.00	Estimated final Project Value	0.00					
CONTRACT DATA									
PROGRESS REPORT		Start date	Completion date	Period (m)	Time elapsed	%	Ext of time		
		22-Sep-08	30-Mar-11	30	16	53.3%			
KPI - SUMMARY									
Labour				Values					
Men	Women	Youth	Disabled	Labour	SMME	Local Material	Plant		
78	40	151	Nil	R 694,150.00	R 763,205.00	R 2,302,185.00	R 2,356,587.00		
KEY ISSUES									
Previous issues				Action taken					
Establishment		±98%							
Water Pipelines		±65%							
Standpipes & meters		±58%							
Valves and chambers		±37%							
Water Meter Chambers		±50%							
Galvanised Tanks		±75%							
Testing Pipelines		±52%							
Commissioning Pipelines		±52%							
Pumphouse Complete		Nil							

	Pumphouse Tanks	Nil		N/A
	Reservoir Chambers	Nil		
	Commissioning Pumphouse	Nil	New issues	
	Commissioning Reservoir	Nil		

South Park SPORTFIELD - NDH	GENERAL INFORMATION (January 2010)		DESCRIPTION OF PROJECT							
	DSR NO	SRFKN 0701	Construction of the South Park cricket- Dannhauser							
	ADM TENDER NO.									
	Name of consultant	Procuring Consultant services	PROJECT DATA							
	Name of contractor	Nkunzemya and Naidoo electric								
			land scaping	electrification	Irrigation					
			1	1	1					
			FINANCIAL DATA							
			Project Value			Payments to date			Progress (%)	
			Project Value		1,600,000.00	Work done		694,986.00		
			Contingencies		160,000.00	Contingencies		0.00		
			Total		1,600,000.00	Total		694,986.00		
			VAT		224,000.00	VAT		97,298.04		
			TOTAL		1,600,000.00	TOTAL		694,986.00		
	Variation orders		None	Variation orders		None				
	Estimated final Project Value		1,600,000.00	Estimated final Project Value		1,600,000.00				
			CONTRACT DATA							
	PROGRESS REPORT		Start date		Completion date		Period (m)	Time elapsed	%	Ext of time
	Site establishment 100%		03-Mar-09		09-Oct-15		7	7	100.0%	0
	electrification 90%									
	LAND SCAPING 70%									
	Irrigation 100%									
			KPI - SUMMARY							
			Labour				Values			
			Men	Women	Youth	Disabled	Labour	SMME	Local Material	Plant
			8	2	10	R 0	R 90,000.00	R -	R -	

	ADJUST BUDGET 2010	ORIGINAL BUDGET 2010	ACTUAL 2009	ACTUAL 2008
EXPENDITURE				
Employee Related Costs	29,248,101	28,675,699	21,072,677	15,045,295
Remuneration of Councillors	4,429,602	3,722,022	2,689,502	2,779,354
Depreciation	1,265,000	1,615,000	2,631,812	2,027,503
Repairs and Maintenance	2,727,991	2,250,858	1,481,494	512,243
Interest Paid	32,000	32,000	30,788	292,787
General Expenses - Other	91,412,726	71,626,883	57,941,841	35,334,897
Loss on disposal of Property, Plant and Equipment	0	0	15,991	-
Government Grs -Operating Projects	0	0	39,531,605	0
Total Expenditure	129,115,421	107,922,461	125,395,710	55,992,079
SURPLUS	0	0	22,628,476	9,448,144
SURPLUS FOR THE YEAR	0	0	22,628,476	9,448,144

	2008/9	2007/8	2006/7
INCOME			
Levy Income	0	0	0
Water Sales	5,646,848	6 063 896	0
Grants & Subsidies	119,595,567	51 238 326	42 727 473
Other Income	22,781,771	8 138 001	2 673 854
Total Income	148 024 186	65 440 223	45 401 327

	2008/9	2007/8	2006/7
EXPENDITURE			
Salaries, wages and allowances	21 072 677	17 824 650	15 132 736
Depreciation	2 689 502	2 779 355	
General expenditure	57 957 832	33 033 591	20 557 529
Repair and maintenance	1 481 494	512 244	266 518
Capital charges	30 788	292 786	384 051
Contributions to Fixed Assets	0	0	1 037 863
Contributions to special funds	0	2 301 307	1 452 074
Projects	39,531,605	0	0
Total: Gross expenditure	125 395 710	55 992 082	38 830 772
Less: Amounts charges out	0	0	0
Total: Net expenditure	125 395 710	55 992 082	38 830 772
SURPLUS /-DEFICIT	22 628 476	9 448 141	6 900 142

The ADM was fully GRAP compliant in the 2008/2009 Financial Year.

TABLE 91: STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE

	2009	2008
NET ASSETS AND LIABILITIES		
Net Assets	80,672,298	65,619,976
Capital Replacement Reserve	-	16,059,843
Disaster Management Fund	-	240,266
Accumulated Surplus	80,672,298	49,319,867
Non-Current Liabilities	113,214	18,759,904
Long-Term Liabilities	113,214	205,141
Trust Funds	-	18,554,763
Non-Current Provisions	-	-
Current Liabilities	76,404,292	55,148,678
Consumer Deposits	-	-
Current Provisions	328,819	370,873
Creditors	28,796,081	31,504,396
Unspent Conditional Grants and Receipts	46,776,170	23,200,049
Vat	414,512	-
Current Portion of Long-Term Liabilities	88,710	73,359
Total Net Assets and Liabilities	157,189,804	139,528,559
ASSETS		
Non-Current Assets	44,028,739	24,514,519
Property, Plant and Equipment	34,487,228	15,987,500
Intangible Assets	179,969	360,432
Investments	9,361,542	8,166,587
Current Assets	113,161,065	115,014,039
Other Debtors	6,286,997	18,822,337
VAT	-	2,794,339
Current Portion of Long-Term Receivables	-	22,939
Call Investment Deposits	91,811,059	81,858,377
Cash	3,006	3,200
Bank	15,060,002	11,512,846
Total Assets	157,189,804	139,528,558

	2008/9	2007/8	2006/7
CAPITAL EMPLOYED			
Statutory Funds and reserve	0	39 500 158	32 816 449
Accumulated surplus/(-deficit)	80 672 298	49 319 867	45 420 218
Long term liabilities	113 214	205 141	275 607
Other	0	18 554 763	15 000 000
TOTAL	80,785,512	107 579 930	93 512 274
EMPLOYMENT OF CAPITAL			
Fixed assets	34 487 228	16 347 932	23 041 698
Investments	8 361 542	8 166 587	7121541
Long term debtors / other assets	0	0	0
Current assets	113 161 065	115 014 039	85 317 944
Debtors	6 286 997	21 616 676	19 475 402
Cash and short term investments	106 874 067	93 374 423	65 819 603
Other current assets	0	22 939	22 939
Current Liabilities	76 404 292	31 948 629	21 968 910
Creditors	28 796 081	31 504 396	21 654 214
Bank overdraft	0	0	0
Other current liabilities	47 608 211	444 232	314 696
TOTAL	80 785 512	107 579 929	93 512 273

TABLE 92: SUMMARY OF OPERATING AND CAPITAL BUDGET VS EXPENDITURE

Description	Preceding Year 2007/2008	Current Year			
		2008/2009	2008/2009	2008/2009	2008/2009
	Audited Actual	Original Budget	ACTUAL AS AT 31 JAN 09	AVAILABLE	% Increase/ (Decrease)
Operating Budget	55,992,082	86,162,035	38,984,216	47,177,819	45%
Capital Budget	25,807,409	43,053,800	11,225,135	31,828,665	26%
Total Budget	81,799,491	129,215,835	50,209,351	79,006,484	39%

Figure 21: 2010/2011 Operating Budget and Capital Budget vs Total Budget

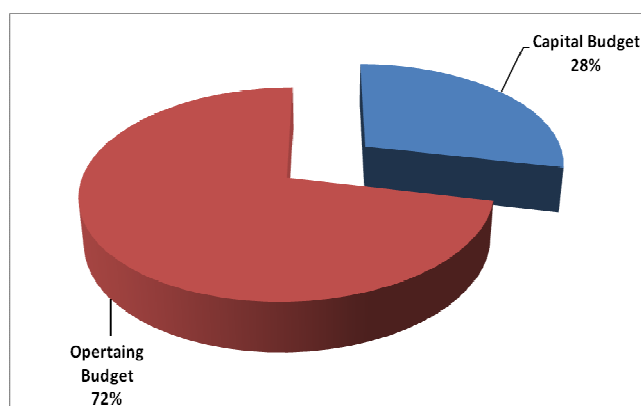


TABLE 93: PERCENTAGE INCREASE/ (DECREASE) ORIGINAL BUDGET 2009/2010 VS BUDGET 2010/11

Description	Preceding Year 2008/2009	Current Year		2010/2011 Budget	2010/2011 % Increase/ (Decrease)
		2009/2010 Original Budget	2009/2010 Adjustment Budget		
	Audited Actual	Original Budget	Adjustment Budget	Budget	% Increase/ (Decrease)
Operating Budget	125,364,822	107,922,461	129,115,421	113,773,386	5%
Capital Budget	20,979,601	87,513,000	77,595,001	45,228,000	-93%
Total Budget	146,344,423	195,435,461	206,710,422	159,001,386	-23%

TABLE 94: SALARY BUDGET 2010/2011: OFFICIALS AND COUNCILLOR RENUMERATION

Description	Preceding Year 2008/2009	Current Year		2010/2011 Budget	2010/2011 % Increase/ (Decrease)
		2009/2010 Original Budget	2009/2010 Adjustment Budget		
	Audited Actual	Original Budget	Adjustment Budget	Budget	% Increase/ (Decrease)
Officials Remuneration	21,072,677	28,675,699	29,248,101	33,763,377	18%
Councillor Remuneration	2,689,502	3,722,021	4,429,602	4,429,602	19%
Total Budget	23,762,179	32,397,720	33,677,703	38,192,979	15%

(Original Budget vs 2010/11 Budget)

TABLE 95: REMUNERATION AS A PERCENTAGE OF THE BUDGET

Description	Actual	BUDGET YEAR	ADJUSTMENT BUDGET YEAR	BUDGET YEAR	BUDGET YEAR
	2008/2009	2009/2010	2009/2010	2010/2011	% increase
OPERATING EXPENDITURE BY TYPE					
Officials Renumeraion	21,072,677	28,675,699	29,248,101	33,763,378	30%
Remuneration of Councillors	2,689,502	3,722,021	4,429,602	4,429,602	4%
TOTAL OPERATING EXPENDITURE	125,364,922	107,922,461	129,115,421	113,773,386	34%

TABLE 96: OPERATING INCOME & EXPENDITURE & PROJECTED ESTIMATE FOR CURRENT FINANCIAL YEAR.

Description	Preceding Year 2008/2009	Current Year		
	Audited Outcome	2009/2010	2009/2010	2009/2010
		Original Budget	Adjustment Budget	Projected forecast
REVENUE PER SOURCE				
Water & Sanitation-Entity	5,646,848	8,171,620	8,171,620	8,171,620
Interest Earned-Ext Invest	13,486,665	7,000,000	7,000,000	7,000,000
Equitable Share-FBS Portion	23,274,000	29,712,000	29,713,000	29,713,000
Levies Replacement Grant;	34,444,221	36,775,000	36,775,000	36,775,000
Shared Services Grant;	96,332	-	-	-
Finance Management Grant;	500,000	750,000	750,000	750,000
MSIG Grant;	1,181,518	735,000	735,000	735,000
DWAF Water Operating Subsidiary	353,400	165,000	165,000	165,000
Shared Services Grant -GIS	-	250,000	250,000	250,000
Strategic Support	106,451	500,000	500,000	500,000
Special Development	-	250,000	250,000	250,000
Development Administration	-	250,000	250,000	250,000
DBSA Tannery ,Herbs,Marketing	369,805	420,000	420,000	420,000
LED Support-Department of Agriculture	150,000	-	-	-
Gambling Board	346,386	-	-	-
Tourism Grant	-	-	2,000,000	2,000,000
Tender Deposits;	23,723	42,000	42,000	42,000
Tele/Cellphone Cost Recovered	199,337	200,000	200,000	200,000
Mig-PMU operating grant	1,158,674	-	-	-
MIG -Transfer from Reserve Fund	35,419,634	-	-	-
Sundry Income	-	-	-	-
Professional Fees:Transfer from Reserve Fund	492,149	-	-	-
Transfer from vote 130(Finance)	500,000	-	-	-
Skills Development Levy	73,364	50,000	50,000	50,000
Operating Projects-Transfer from Reserve Fund	21,702,998	-	5,316,020	5,316,020
Accumulated Surplus-Transfer from Reserve Fund	8,498,683	22,651,841	36,527,781	36,527,781
TOTAL DIRECT OPERATING INCOME	148,024,186	107,922,461	129,115,421	129,115,421
OPERATING EXPENDITURE				
EXPENDITURE PER CATEGORY				
Salaries , Wages & Allowances	21,072,677	28,675,699	29,248,101	29,248,101
Remuneration of Councillors	2,689,502	3,722,021	4,429,602	4,429,602
Depreciation	2,631,812	1,615,000	1,265,000	1,265,000
Repairs & Maintenance	1,481,494	2,250,858	2,727,991	2,727,991
Capital Costs-External Interest	30,788	32,000	32,000	32,000
Bulk Purchases	-	-	-	-
General Costs	95,808,721	70,526,883	91,062,726	91,062,726

Description	Preceding Year 2008/2009	Current Year		
		2009/2010	2009/2010	2009/2010
	Audited Outcome	Original Budget	Adjustment Budget	Projected forecast
Operating Projects				
TOTAL DIRECT OPERATING EXPENDITURE	123,714,994	106,822,461	128,765,421	128,765,421
Contributions to capital	-	-		
Contributions to funds	1,680,717	1,100,000	350,000	350,000
TOTAL OPERATING EXPENDITURE	125,395,711	107,922,461	129,115,421	129,115,421
Surplus/(Deficit)	22,628,475.78	0	0	0

8.1.3 MUNICIPAL INCOME

The municipality is dependent on two primary types of income – operating income and grants and subsidies as indicated in the table below.

TABLE 97: TOTAL MUNICIPAL INCOME (2006/2007 – 2012/2013)

	Grants and Subsidies	Tariffs, service charges etc	Projects (Own Fund)	Total
2006/2007 (budget)	49 214 900	15 206 969	0	64 421 869
2007/2008 (budget)	49 493 000	19 213 133	0	68 706 133
2008/2009 (budget)	61 229 000	6 960 648	17 972 387	86 162 035
2009/2010 (budget)	69 807 000	8 171 620	29 943 841	107 922 461
2010/2011 (budget)	80 914 000	7 457 494	22 401 892	113 773 386
2011/2012(budget)	86,968,000	7 919 859	4 528 679	99 416 537
2012/2013(budget)	95 266 000	8 387 130	4 729 149	108 382 279

(Source: 2010/11 Budget)

TABLE 98: TOTAL MUNICIPAL INCOME RECEIVED(2006/2007 -2012/2013)

	Grants and Subsidies	Tariffs, service charges etc	Projects (Own Fund)	Total
2005/2006 (actual)	19 674 785	24 472 542	2,734 354	46 881 681
2006/2007 (actual)	42 727 473	0	3 003 441	45 730 914
2007/2008 (actual)	51 238 326	6 063 896	8 138 001	65 440 223
2008/2009 (actual)	119 595 567	5 646 848	22 781 771	148 024 186

(Source:Audited Annual AFS 2005-2009)

8.1.3.1 GRANTS AND SUBSIDIES EXCLUDING OPERATING GRANTS

The grants and subsidies received by the municipality are set out in the table below.

TABLE 99: GRANTS AND SUBSIDIES RECEIVED AND RECEIVABLE 2006/7 TO 2012/13

Government and Provincial Grants and Subsidies	2006/2007 Received YTD Jun 2007	2007/2008 Received YTD Jun 2008	2008/2009 Received YTD June 2009	2009/2010 Budget YTD June 2010	2010/2011 Budget YTD Jun 2011	2011/2012 Budget YTD Jun 2012	2012/2013 Budget YTD Jun 2013
Department of Water Affairs and Forestry (DWAF)	0	2 384 000	17 211 400	9 541 000	5 871 000	15 187 000	9 813 000
Department of Sports & Recreation	15 250 000	8 750 000	17 079 700	5 963 000	0	0	0
Department of Public Works					4 592 000	0	0
Planning & Development Services	1 042 925	1 800 000	2 750 000	0	0	0	0
Financial Services	1 000 000	0	0	0	0	0	0
Community Services	1 500 000	0	0	750 000	500 000	700,000	-
Technical Services-Other	2 800 000	485 104	0	0	0	0	0
MIG	15 008 882	19 067 989	23 508 000	30 639 000	34 265 000	41 211 000	50 109 000
TOTAL Grants Received	36 601 807	32 487 093	60 549 100	46 893 000	45 228 000	57 098 000	59 922 000

(Source: Amajuba District Municipality Budget 2006/2007, 2007/2008, 2008/2009, 2009/2010, 2010/2011).

8.1.3.2 OPERATING INCOME

The levy income was scrapped on the 1st of July 2006. Levy Replacement grant was then introduced.

8.1.3.3 BILLING SYSTEM

Billing is handled by uThukela Water who is the Water Services Provider. Users in Dannhauser and eMadlangeni are billed monthly.

TABLE 100: OPERATING INCOME (2006/2007 - 2010/2011)

INCOME	2006/2007 (actual)	2007/2008 (actual)	2008/2009 (actual)	2009/2010 (budget)	2010/2011 (budget)	2011/2012 (budget)	2012/2013 (budget)
Levy Income	0	0	0	0	0	0	
Water Sales	0	6 063 896	6 960 648	8 171 620	7 457 494	7 919 859	8 387 130
Grants & Subsidies	42 727 473	50 467 456	61 229 000	69 807 000	80 914 000	86,968,000	95 266 000
Other Income	2 673 854	8 908 871	17 972 387	29 943 841	22 401 892	4 528 679	4 729 149
Total	45 401 327	65 440 223	86 162 035	107 922 461	113 773 386	99 416 537	108 382 279

(Source: Amajuba District Municipality Multi-year Budget 2006 – 2013)

8.1.4 MUNICIPAL EXPENDITURE

The major expenditure categories for the Amajuba District Municipality are set out in the table below.

TABLE 101: OPERATING AND CAPITAL EXPENDITURE (2005/6 TO 2010/11)

Expenditure Item	2005/2006 (actual)	2006/2007 (actual)	2007/2008 (actual)	2008/2009 (actual)	2009/2010 (budget)	2010/2011 (budget)	2011/2012 (budget)	2012/2013 (budget)
Salaries, wages and allowances	13 729 955	15 132 736	17 824 650	23,762,179	32,397,720	38,192,980	40,446,366	42,832,701
Depreciation			2 779 355	2,631,812	3,722,021	4,429,602	4,690,949	4,967,714
General expenditure	14 906 190	20 557 529	33 033 591	95,808,721	70,526,883	71,966,073	55,194,493	61,551,134
Repair and maintenance	401 624	266 518	512 244	1,481,494	1,615,000	1,317,850	1,395,603	1,477,944
Capital charges	426 370	384 051	292 786	30,788	32,000	-	-	-
Contributions to Fixed Assets	9 825 703	1 037 863	-	-	-	-	-	-
Contributions to special funds	1 491 951	1 452 074	2 301 307	1,680,717	1,100,000	350,000	371,700	393,630
Projects	9 249 740	0	0	0	0	0	0	0
Total: Gross expenditure	50 031 532	38 830 772	55 992 082	95,808,721	107,922,461	113,773,386	99,416,537	108,382,279
Less: Amounts charges out	0	0	0	0	0	0	0	0
Total: Net expenditure	50 03 532	38 830 772	55 992 082	125,395,711	107,922,461	113,773,386	99,416,537	108,382,279

(Source: Amajuba DM budget 2005/2006, 2006/2007, 2007/2008, 2008/2009, 2009/2010, 2010/2011)

8.1.4.1 CONTRIBUTION TO FIXED AND MOVABLE ASSETS

Capital expenditure on fixed & moveable assets during the period under review is presented in the Table below. This does not include capital projects for these years.

TABLE 102: OPERATING CAPITAL EXPENDITURE (2005/06 to 2012/2013)

Asset	2005/2006 (actual)	2006/2007 (actual)	2007/2008 (actual)	2008/2009 (actual)	2009/2010 (budget)	2010/2011 (budget)	2011/2012 (budget)	2012/2013 (budget)
Land	0	0	0	0	0	0	0	0
Buildings	8 000 000	153 303	116 587	17,225,044	22,013,000	0	0	0
Roads and Storm water	0	0	0					
Other Infrastructure	0	1 234 920	0		62 808 000	45 228 000	56 398 000	59 922 000
Other Fixed Assets	740 000	541 389	0	0		0	0	0
Amajuba District Municipality	1 155 920	1 281 456	2 705 166	3,754,557	2 692 000	0	0	0
Uthukela Water	0	13 987 607	0			0	0	0
Total	9 895 920	17 198 675	2 821 753	20,979,601	87 513 000	45 228 000	56 398 000	59 922 000

(Source: Amajuba DM Budget 2005/2006, 2006/2007, 2007/2008, 2008/2009, 2009/2010, 2010/2011)

8.1.5 INVESTMENTS, LOANS AND LOSSES

The Amajuba District Municipality had unlisted investments totalling R 90.0 million as at 30 June 2008.

Of this, R8.2 million is in long-term deposits, while R 81.8 million is in short term deposit. The average rate of return on investment was 10% in the 2008 financial year, compared with 12% in the 2007 financial year. The investments increased with R63.5

million at the end of the 2008 financial year.

TABLE 103: AMAJUBA INVESTMENTS

DETAILS	TYPE	RATE	ACCOUNT NUMBER	OPENING BALANCE 01.07.2007	CLOSING BALANCE 30.06.2008
Investec 1 - 11 Years	Zero Coupon Bond	10.00%	TR 22903	7,121,540.74	8,166,586.61
ABSA - 32 Days Notice	32 Day Notice	10.00%	90-7431-6117	1,001,995.96	1,087,927.94
Absa	Call	10.00%	91-1663-8293	10,781,741.06	11,779,466.68
Absa	32 Day Notice	10.00%	20-6784-2386	-	20,612,479.87
Standard	Call	10.00%	068448309-001	7,615,943.00	7,615,943.00
Standard	32 Day Notice	10.00%	068448309-002		20,374,061.61
Standard	32 Day Notice	10.00%	068448309-005		
Nedbank	32 Day Notice	10.00%	03/7165008195/000001	-	20,388,498.20
TOTAL				26,521,220.76	90,024,963.91

The Amajuba District Municipality has the following external loans:

TABLE 104: EXTERNAL LOANS

Loan	Type	Interest Rate	Redeem able	Balance 30/06/04	Balance 30/06/05	Balance 30/06/06	Balance 30/06/07	Balance 30/06/08	Balance 30/06/09	Balance 30/06/10
DWAF	Annuity	14.82%	2027	22 442 750	0	0	0	0	0	0
INCA Loan	Other	16.85%		12 467 240	0	0	0	0	0	0
DBSA Loan	Other	12.00%		1 429 409	0	0	0	0	0	0
Finance Leases	Lease		2010	549 536	300 515	0	275 607	201 432	113 214	0
Total				36 888 935	300 515	0	275 607	201 432	113 214	0

(Source: Amajuba District Municipality Financial Statements for the periods ending June 2003, June 2004 , June 2005, June 2006, June 2007, and Budget 2008/2009)

The finance leases are secured by assets of the Amajuba District Municipality.

The Amajuba District Municipality had unlisted investments totalling R 101. million as at 30 June 2009.

Of this, R9.3 million is in long-term deposits, while R 91.8 million is in short term deposit. The average rate of return on investment was 7% in the 2009 financial year, compared with 10% in the 2008 financial year. The investments increased with R11.1million at the end of the 2009 financial year.

TABLE 105: INVESTMENTS

DETAILS	TYPE	RATE	ACCOUNT NUMBER	OPENING BALANCE 01.07.2008	CLOSING BALANCE 30.06.2009
Investec 1 - 11 Years	Zero Coupon Bond	7%	TR 22903	8,166,586.61	9,361,542.12
ABSA - 32 Days Notice	32 Day Notice	7%	90-7431-6117	1,087,927.94	1,189,771.53
Absa	Call	7%	91-1663-8293	11,779,466.68	12,921,899.71
Absa	32 Day Notice	7%	20-6784-2386	20,612,479.87	22,840,556.32
Standard	Call	7%	068448309-001	7,615,943.00	7,615,943.00
Standard	32 Day Notice	7%	068448309-002	20,374,061.61	24,444,973.83
Standard	32 Day Notice	7%	068448309-005		-
Nedbank	32 Day Notice	7%	03/7165008195/000001	20,388,498.20	22,797,915.05
TOTAL				90,024,963.91	101,172,601.56

8.1.6 ASSETS AND LIABILITIES

The 2009 financial statement indicated the following assets and liabilities at the end of the financial year:

TABLE 106: ASSETS AND LIABILITIES

Description	2006	2007	2008	2009
Fixed assets	16 347 932	23 041 698	1 170 285	34 487 228
Investments	8 166 587	7 121 541	6 212 511	8 361 542
Long term debtors / other assets	0	0	27 693	0
Current assets	115 014 039	85 317 944	52 473 147	113 161 065
Debtors	21 616 676	19 475 402	3 645 755	6 286 997
Cash and short term investments	93 374 423	65 819 603	48 791 392	106 874 067
Other current assets	22 939	22 939	36 000	0
Current Liabilities	31 948 629	21 968 910	21 048 908	76 404 292
Creditors	31 504 396	21 654 214	343 908	28 796 081
Bank overdraft	0	0	20 606 084	0
Other current liabilities	444 232	314 696	98 916	47 608 211
TOTAL	107 579 929	93 512 273	38 834 728	80 785 512

8.1.7 COSTS OF SERVICES

The cost of service delivery is as per the tariff schedule below:

TABLE 107: NEW TARIFFS FOR THE 2009/2010 FINANCIAL YEAR

CATEGORY	TARIFF
RESIDENTIAL	0 – 6 kl 7 – 20 kl 21 – 40 kl 41 – 60 kl Above 60 kl
BUSINESS AND INDUSTRY	(for all consumption)
RAW WATER	
SANITATION	
EMPTYING OF SEPTIC TANKS	
AVAILABILITY CHARGE	(for all serviced vacant land)

(Source: Amajuba District Municipality Budget 2009/10)

8.1.8 POTENTIAL SOURCES OF INCOME AND REVENUE RAISING STRATEGIES

In addition to the existing sources of income, the municipality could access further income from a variety of funding organisations. Each of these has strategic priorities for their funding allocations, and conditions to be complied with. The municipality can approach these organisations for assistance in funding unfunded IDP projects. Possible funding sources include:

- Intergovernmental grants and subsidies;
- Private investment;
- Local community financial resources, and
- Donor funding.

National grant funding sources include programmes such as:

- Local Government Equitable Share; and
- Municipal Service Partnership.

The municipality is also embarking upon the following two initiatives that will bring in revenue to the municipal coffers, namely:

- Coal mining initiative; and
- The hydroponics imitative.

In terms of the coal mining initiative, the ADM has the prospecting rights to approximately R20 billion rands worth of coal which stretches from the south of Madadeni, all the way through to the former TLC area of Dannhauser. The municipality is seeking to release these rights in such a way that will maximise job creation, as well as generate an income for the municipality.

In terms of the hydroponics initiative, the ADM is in the process of initiating the construction of 80 hectares of hydroponics adjacent to the Newcastle airport. It is envisaged that community groups or cooperatives will lease the tunnels from the municipality and that this will again generate an income for the ADM.

TABLE 108: GRANT FUNDING ALLOCATIONS: NATIONAL & PROVINCIAL GOVERNMENT

NAME OF GRANT	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013
	SCHEDULED AMOUNT	SCHEDULED AMOUNT	SCHEDULED AMOUNT	SCHEDULED AMOUNT	SCHEDULED AMOUNT
LOCAL GOVERNMENT FINANCIAL MANAGEMENT GRANT	500,000.00	750,000.00	1,000,000	1,250,000	1,250,000
MUNICIPAL INFRASTRUCTURE GRANT -MIG GRANT	24,537,000.00	30,639,000.00	34,265,000	41,211,000	50,109,000
WATER SERVICES OPERATING & TRANSFER SUBSIDY(DWAF)	326,000.00	165,000.00	-	-	-
MUNICIPAL SYSTEMS IMPROVEMENT GRANT	735,000.00	735,000.00	750,000	790,000	1,000,000
REGIONAL BULK INFRASTRUCTURE GRANT	-	9,541,000 .00	5,871,000	15,187,000	9,813,000
BACKLOGS IN WATER AND SANITATION AT CLINICS AND SCHOOL GRANT	2,350,000.00	100,000.00	-	-	
EXPANDED PUBLIC WORKS PROGRAMME	0	0	4,592,000		
	28,448,000.00	45,458,000.00	46,478,000	58,438,000	62,172,000
EQUITABLE SHARE ALLOCATION	57,718,000.00	66,487,000.00	78,331,000	86,968,000	95,266,000

TABLE 109: DEPARTMENT COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

NAME OF GRANT	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013
	SCHEDULED AMOUNT	SCHEDULED AMOUNT	SCHEDULED AMOUNT	SCHEDULED AMOUNT	SCHEDULED AMOUNT
DISTRICT GROWTH & DEVELOPMENT SUMMITS-STRATEGIC SUPPORT	100,000.00	500,000.00	467,000.00	610,000	-
SPATIAL PLANNING SHARED SERVICES-SPATIAL PLANNING	600,000.00	250,000.00	300,000	250,000	250,000
DEVELOPMENT ADMINISTRATION	500,000.00	250,000.00	-	-	
MUNICIPAL DEVELOPMENT INFORMATION SHARED SERVICE	750,000.00	250,000.00	250,000.00	-	
INFRASTRUCTURE PROVISION OF SOCCER STADIUMS	10,000,000.00	5 963 000.00	-	-	
MUNICIPAL PERFORMANACE MANAGEMENT SYSTEM		-	-	-	
LIBRARY SERVICES		750 000.00	500,000.00	-	
INFRASTRUCTURE –SPORTS & RECREATION	1,300,000.00	0	-	-	
MOTOR VEHICLE LICENCE		63 000	66 000	70,000	70,000
TOURISM DEVELOPMENT GRANT		2 000 000.00			
TOUSONG SERVICE CENTRE GRANT			0	700 000	0
	13,250,000.00	10,026,000 .00	1,333,000	1,630,000	320,000

8.1.9 DEBT CONTROL MEASURES

The billing of water users is currently undertaken by uThukela Water who is the water service provider (WSP) for the ADM. Debt control measures are in place and implemented by the WSP.

8.1.10 MANAGEMENT'S RESPONSE TO THE AG'S REPORT FOR THE YEAR ENDING 30 JUNE 2009

See **Section K.6** for the AG's report. It also contains Management's response to the issues raised.

8.2 SUPPORT TO LOCAL MUNICIPALITIES

The following table summarises the budget support the ADM provides to the LM's in the Amajuba district.

TABLE 110: FINANCIAL SUPPORT TO THE LM'S IN THE ADM

DESCRIPTION	Budget Year 2008/2009 Budget R'000	Budget Year 2009/10 Budget R'000	Budget Year 2010/11 Budget R'000	Budget Year 2011/12 Budget R'000	Budget Year 2012/13 Budget R'000
<u>Allocations to Other Municipalities</u>					
1. Newcastle Local Municipality	36 000	41 667	50 000	0	0
2. Utrecht Local Municipality	36 000	41 667	50 000	0	0
3. Dannhauser Municipality	36 000	41 667	50 000	0	0
TOTAL ALLOCATIONS TO MUNICIPALITIES	108 000	125 000	150 000		
<u>Allocations to Entities & Other external Mechanisms</u>					
1. Uthukela Water Pty LTD	10 357 452	17,262,163	22,201,892	1,130,879	1,130,879
TOTAL ALLOCATIONS TO ENTITIES	10 357 452	11 905 820	22 351 892	1,130,879	1,130,879
<u>Allocations to Other Organisations</u>					
1. SEDA Organisations	500 000	0	0	0	0
2. CTO Support	150 000	250 000	0	0	0
3. LED Support	50 000	50 000	0	0	0
TOTAL ALLOCATIONS TO OTHER ORGANISATIONS	700 000	850 000	350 000	0	0

8.3 MAINTENANCE

The following table summarises the maintenance budget for the ADM for the 2008/9 adjustment budget. The figures for 2009/10 have as yet not been finalised.

TABLE 111: REPAIRS AND MAINTENANCE

AMAJUBA ADJUSTMENT BUDGET 2009/10	REPAIRS & MAINTENANCE
Contribution to Municipal Entity(Uthukela Water)	8 791 142
Amajuba District Municipality	2 727 991
TOTAL	11 519 133
AMAJUBA BUDGET 2010/11 (STILL BEING FINALISED)	
Contribution to Municipal Entity(Uthukela Water)	
Amajuba District Municipality	1 317 850
TOTAL	10 108 992

8.4 BUDGET PER KEY FOCUS AREA

TABLE 112: BUDGET BY REVENUE SOURCE

TABLE 9 RECONCILLATION OF IDP & BUDGET -OPEX	Preceding Year 2007/2008	Preceding Year 2008/2009	Current Year		Medium Term Revenue and Expenditure Framework		
			2009/2010	2009/2010	Adjustment Budget	Budget Year +2	Budget Year +3
	Audited Actual	Audited Actual	Original Budget	Adjustment Budget	2010/11	2011/12	2012/13
<u>REVENUE BY SOURCE</u>							
Intergrated Service Delivery	6,063,896.00	42,876,584	10,113,547	9,057,622	9,096,765	9,633,474	10,201,849
Social Facilitation	1,015,000.00	14,248,262	19,758,762	26,172,361	23,995,637	25,146,630	26,630,281
Institutional & Governance	57,286,345	57,536,629	59,925,125	69,039,096	60,829,177	43,613,370	49,286,725
Enviromental Management	903,777.00	447,149	530,000	100,000	1,000,000	1,059,000	1,121,481
Municipal Planning	100,170.00	9,722,022	15,755,027	22,706,341	17,711,807	18,756,804	19,863,455
Public Relations	0						
Economic Development	0	565,064	1,040,000	2,040,000	1,140,000	1,207,260	1,278,488
TOTAL OPERATING REVENUE	65,440,223	125,395,711	107,122,461	129,115,421	113,773,386	99,416,537	108,382,279

TABLE 113: RECONCILLIATION OF IDP AND BUDGET- OPEX

TABLE 9 RECONCILLATION OF IDP & BUDGET -OPEX	Preceding Year 2007/2008	Preceding Year 2008/2009	Current Year		Medium Term Revenue and Expenditure Framework		
			2009/2010	2009/2010	Budget	Budget Year +2	Budget Year +3
	Audited Actual	Audited Actual	Original Budget	Adjustment Budget	2010/11	2011/12	2012/13
<u>EXPENDITURE BY SOURCE</u>							
Intergrated Service Delivery	4 029 304.00	4,029,304	8,237,174	9,057,622	9,096,765	9,633,474	10,201,849
Social Facilitation	8 115 395.00	8,115,395	23,077,545	26,172,361	23,995,637	25,146,630	26,630,281
Institutional & Governance	38 299 777.00	38,299,777	59,282,715	69,039,096	60,829,177	43,613,370	49,286,725
Enviromental Management	498 636.00	498,636	530,000	100,000	1,000,000	1,059,000	1,121,481
Municipal Planning	4 205 440.00	4,205,440	13,555,027	22,706,341	17,711,807	18,756,804	19,863,455
Public Relations			-				
Economic Development	843 530.00	843,530	3,240,000	2,040,000	1,140,000	1,207,260	1,278,488
TOTAL OPERATING REVENUE	55 992 082	55,992,082	107,922,461	129,115,421	113,773,386	99,416,537	108,382,279

TABLE 114: RECONCILLIATION OF IDP AND BUDGET CAPEX

TABLE 9 RECONCILLIATION OF IDP & BUDGET CAPEX	Preceding Year 2007/2008	Preceding Year 2008/2009	Current Year		Medium Term Revenue and Expenditure Framework		
			2009/2010	2009/2010	Budget	Budget Year +2	Budget Year +3
	Audited Actual	Audited Actual	Original Budget	Adjustment Budget	2010/11	2011/12	2012/13
<u>REVENUE BY SOURCE</u>							
Intergrated Service Delivery	24 023 380.78	37,544,526.80	68,831,000.00	65,563,001.00	45,228,000.00	56,398,000.00	59,922,000.00
Social Facilitation	1 113 965.00	54,547.11	7,580,000.00	930,000.00		-	-
Institutional & Governance	294 762.00	1,442,396.99	10,802,000.00	10,802,000.00	-	-	-
Enviromental Management	-	-	-	-	-	-	-
Municipal Planning	375 301.00	69,605.45	300,000.00	300,000.00	-	-	-
Public Relations							
Economic Development	-	-	-				
TOTAL OPERATING REVENUE	25 807 409	39,111,076	87,513,000	77,595,001	45,228,000	56,398,000	59,922,000
		-	-		-	-	-

8.5 SDBIP

Being a *low capacity municipality*, the ADM prepared its first SDBIP in the 2007/8 financial year.

Due to the fact that the legislation only requires municipalities to adopt their SDBIP's during the second half of 2009, the latest SDBIP is a "work in-progress" and has not been approved by Council. A copy of the first draft of the 2010/11 SDBIP is attached but as per the requirements of the legislation, this will only be adopted by Council in the new financial year.

TABLE 115: SDBIP FOR THE 2008/9 FINANCIAL YEAR

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
MM1	MM	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-10	submitted departmental BP	submitted departmental BP	100%	-	-	-
MM2	MM	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers of the Office of the Mayor	Departmental Action Plans for Middle Manager in the Office of the Municipal Managers	Section 57 Managers or Departmental KPIs	Sep-10	all departmental middle managers in possession of Action Plans	all departmental middle managers in possession of Action Plans	100%	-	-	-

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
MM3	MM	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing	formally applications/ reports	formally applications/ reports	25%	25%	25%	25%
MM4	MM	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing	12 monthly reports	6 monthly reports - Jul to Dec 2010	3 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports
MM5	MM	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Management Committee (ManCo) meetings	-	Monthly	10 meetings	5 meetings Jul to Dec 2010	2 manco meetings held	3 manco meetings held	3 manco meetings held	2 manco meetings held
MM6	MM	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly	four meetings conducted	quarter 1 & 2 reports	quarter 1 standing portfolio meeting held	quarter 2 standing portfolio meeting held	quarter 3 standing portfolio meeting held	quarter 4 standing portfolio meeting held
MM7	MM	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Organisational staff meetings	-	Quarterly	four meetings held	quarter 1 & 2 meetings	one meeting held	one meeting held	one meeting held	one meeting held

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
MM8	MM	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Review the organisational structure and policies of the municipality in line with the strategic & operational requirements	Reviewed Organisational Structure by September	Existing Policies and Amajuba DM's IDP	Sep-10	approved organisational structure	approved organisational structure	100%	-	-	-
MM9	MM	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of senior managers	Performance contracts of MM approved by Mayore and of Senior Managers by the MM	-	Sep-10	signed PAs	signed PAs	100%	-	-	-
MM10	MM	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of senior managers	Assessment of Section 57 Managers	Performance Agreements	Quarterly	two assessments conducted	one assessment report (jul - Dec 2010)	one assessment conducted	-	one assessment conducted	-
MM11	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Draft Adjustment Budget submitted to Council	Budget 2009/10	Feb-11	Draft Adj Budget submitted to ExCo and Council	-	-	-	Draft Adj. Budget	-
MM12	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	2010/11 Budget submitted to Council	-	annually by end of June 2010	Submitted 2010/11 Budget	-	-	-	-	2010/11 Budget

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
MM13	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of Sect 71 report	-	Monthly	Proof of submission of 12 Sect 71 report	Proof of submission of 06 Sect 71 report	3 reports submitted to NT	3 reports submitted to NT	3 reports submitted to NT	3 reports submitted to NT
MM14	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of Sect 72 report	-	Annually	Proof of submission of Sect 72 report	Proof of submission of Sect 72 report	-	-	one report submitted to NT	-
MM15	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of DORA report	-	Annually	Proof of submission of 12 DORA report	Proof of submission of 06 DORA report	3 reports per conditional grant	3 reports per conditional grant	3 reports per conditional grant	3 reports per conditional grant
MM16	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Devise and implement corrective measures to address AG queries	-	Jan-10	Oversight report of an annual report	-	-	-	100%	-
MM17	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Reports to EXCO on uThukela Water	-	ongoing	all uThukela reports and minutes submitted to ExCo	all uThukela reports and minutes submitted to ExCo	ExCo kept up to date on matters pertaining to uThukela Water			

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
MM18	MM	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Ensure preparation and timeous submission of annual financial statements to Auditor General	-	annually by end of Aug 10	AFS submitted by 31 August 2010	AFS submitted by 31 August 2010	100%	-	-	-
MM19	MM	n/a	Good Governance and Public Participation	Sustainable resource management	Good Governance	Institutional and Governance	Maintain ongoing intergovernmental relations among the three spheres of government	Establish and maintain forums that meet regularly in order to ensure sound relations between the ADM and local councils, service providers and other government and non-government organisations	Maintenance of the Municipal Manager's Forum	-	ongoing	4 meetings of MM's Fora held	2 meetings of MM's Fora held	one meeting held	one meeting held	one meeting held	one meeting held
MM20	MM	n/a	Municipal Financial Viability and Management	International co-operation	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	attendance/ represented at quarterly audit committee meetings	-	Quarterly	four scheduled AC meetings and Special AC meetings attended	two scheduled AC meetings	quarterly AC meeting 1	quarterly AC meeting 2	quarterly AC meeting 3	quarterly AC meeting 4
MM21	MM	0110/446 5/0000	Good Governance and Public Participation	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Report on Mayors Discretionary Fund	Powers and Functions of Municipality	Jun-10	4 quarterly progress reports	quarter 1 & 2 progress reports	report for quarter 1	report for quarter 2	report for quarter 3	report for quarter 4

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
MM22	MM	0110/446 6/0000	Good Governance and Public Participation	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Report on Mayoral Projects	Powers and Functions of Municipality	Jun-10	4 quarterly progress reports	quarter 1 & 2 progress reports	report for quarter 1	report for quarter 2	report for quarter 3	report for quarter 4
MM23	MM	0110/445 3/0000	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Consideration of reports and queries from internal auditors and ensuring continuous functioning of the internal audit unit	-	Quarterly	all queries addressed efficiently and effectively, at least four IA reports produced	quarter 1 & 2 reports	report for quarter 1	report for quarter 2	report for quarter 3	report for quarter 4
MM24	MM	0110/447 2/0000	Good Governance and Public Participation	Cohesive and sustainable communities	Create image of new administration	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality	Corporate Image and marketing	Design and stock corporate materials for marketing of the ADM	Existing corporate gifts	Jun-10	marketing and communication reports	quarter 1 & 2 reports	report for quarter 1	report for quarter 2	report for quarter 3	report for quarter 4
MM25	MM	0110/440 3/0000	Good Governance and Public Participation	Cohesive and sustainable communities	Create image of new administration	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality	Ensure good relations with the press	Prepare and submit press statements on specific events and projects	-	Ongoing	have all functions of the municipality advertised and reported on to the community	quarter 1 & 2 reports	report for quarter 1	report for quarter 2	report for quarter 3	report for quarter 4

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
MM26	MM	n/a	Good Governance and Public Participation	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Draft Annual Report presented to the Mayor for tabling to Council	2008/09 AR	Jan-11	approved draft AR for publicising	-	-	-	AR document	-
MM27	MM	n/a	Good Governance and Public Participation	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Oversight report and AR tabled at Council for approval without reservations	-	Apr-11	item sent to council for approval	-	Item Submitted for approval	-	Oversight report on an annual report	-
MM28	MM	0110/446 2/0000	Good Governance and Public Participation	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Submit MFMA compliant AR to both Provincial and National Treasury	2008/09 AR	Apr-11	2009/10 approved AR submitted as required by legislation	-	-	-	100%	-
MM29	MM	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action from government with timeframes	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	Approved IDP submitted to the DLG&TA	2009/10IDP	Jun-10	approved IDP document	-	-	-	-	100%
MM30	MM	0190/446 8/0000	Good Governance and Public Participation	Skills and human resource base	Present a practical, measurable program of action from government with timeframes	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of the municipality	PMS Review	Existing Policy	Aug-10	reviewed PMS	-	-	-	-	PMS Review document

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
MM31	MM	0190/4467/0000	Good Governance and Public Participation	Cohesive and sustainable communities	Present a practical, measurable program of action from government with timeframes	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	IDP Review	-	Jun-10	IDP Review document	-	-	-	IDP review document	-
COR1	CORP	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	-	Sep-10	submitted departmental BP	submitted departmental BP	100%	-	-	-
COR2	CORP	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Sep-10	all departmental middle managers in possession of Action Plans	all departmental middle managers in possession of Action Plans	100%	-	-	-
COR3	CORP	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing	12 monthly reports	6 monthly reports - Jul to Dec 2010	3 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
COR4	COR P	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	-	Quarterly	four reports submitted to MM	quarter 1 & 2 reports	quarter 1 report	quarter 2 report	quarter 3 report	quarter 4 report
COR5	COR P	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	-	Quarterly	four meetings held	quarter 1 & 2 meetings	quarter 1 staff meeting held	quarter 2 staff meeting held	quarter 3 staff meeting held	quarter 4 staff meeting held
COR6	COR P	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly	four meetings conducted	quarter 1 & 2 meetings	quarter 1 standing portfolio meeting held	quarter 2 standing portfolio meeting held	quarter 3 standing portfolio meeting held	quarter 4 standing portfolio meeting held
COR7	COR P	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Training on Council Oversight roles	-	Jul-10	Well capacitated Cllrs	report on Cllrs trained	report on Cllrs trained	cllrs trained 100%	-	-
COR8	COR P	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Update the Skills Database for the DM staff	-	Jan-11	Annual report on functionality of skills database	-	-	-	training needs of all employees and councillors coordinated	-

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
COR9	COR P	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Review of Workplace Skills Plan for the ADM	Previous Plan	Oct-10	Workplace Skills Plan 10/11	Workplace Skills Plan 10/11	-	100%	-	-
COR10	COR P	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Update Employment Equity Plan and submit reports to DoL	EE Plan	Oct-10	Employment Equity Plan 10/11	Employment Equity Plan 10/11	-	EEP submitted to DoL	-	-
COR11	COR P	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Deal effectively with community queries, concerns and complaints to ensure customer satisfaction	11 KZN Batho Pele Principles	ongoing	Report on Batho Pele principles enforced and adhered to	<ul style="list-style-type: none"> Develop customer care policy and customer care service charter training on customer care and Batho Pele principles prepare for the PSEA when required 	Develop customer care policy and customer care service charter	<ul style="list-style-type: none"> training on customer care and Batho Pele principles prepare for the PSEA when required 	enforce and adhere to Batho Pele principles	enforce and adhere to Batho Pele principles

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
COR1 2	COR P	n/a	Good Governance and Public Participation	International co-operation	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Coordinate, manage and provide administrative support to ExCo and Council meetings	Municipal Structures Act, sect 29 & 50	Jun-11	agenda of all scheduled meetings timeously distributed and minutes prepared in both English and isiZulu	agenda of scheduled meetings (Jul - Dec) timeously distributed and minutes prepared in both English and isiZulu	25%	25%	25%	25%
COR1 3	COR P	0120/444 1/0000	Municipal Institutional Development and Transformation	Improving the nations health profile	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Occupational Health and Safety (OHS) Administration	OHS policy	monthly	12 monthly (Jul 10 - Jun 11) reports on ensuring that Health & Safety rules, procedures and incidents are reported	6 monthly (Jul - Dec) reports on ensuring that Health & Safety rules, procedures and incidents are reported	2 meetings per month	2 meetings per month	2 meetings per month	2 meetings per month

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
COR14	CORP	n/a	Good Governance and Public Participation	Improving the nation's health profile	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Ensure Council minimal legal proceedings against it and less legal costs	policies on legal services procedures	bi-yearly	Annual report on all resolved and outstanding municipal legal issues. All legal issues resolved within two months from the date of grievance submission	Mid-year report on all resolved and outstanding municipal legal issues. All legal issues resolved within two months from the date of grievance submission	-	Mid-year progress report on all resolved and outstanding municipal legal issues. All legal issues resolved within two months from the date of grievance submission	-	Annual report on all resolved and outstanding municipal legal issues. All legal issues resolved within two months from the date of grievance submission
COR15	CORP	n/a	Good Governance and Public Participation	Creation of decent work and economic growth	Caring and human government	Institutional and Governance	To ensure cleanliness of Council Building to be in line with health and safety standards to avoid health hazards and to promote the image of Council	Undertake developmental business planning and streamline business processes to meet council and community needs	Municipal Administration General Support - Cleaning and Gardening	-	Ongoing	Annual report on the effectiveness of cleaning and gardening services controls	Mid year report on the effectiveness of cleaning and gardening services controls	-	Mid year report on the effectiveness of cleaning and gardening services controls	-	Annual report on the effectiveness of cleaning and gardening services controls

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
COR1 6	COR P	n/a	Good Governance and Public Participation	Creation of decent work and economic growth	Caring and human government	Institutional and Governance	To ensure cleanliness of Council Building to be in line with health and safety standards to avoid health hazards and to promote the image of Council	Undertake developmental business planning and streamline business processes to meet council and community needs	Property Management	-	Ongoing	Updated repair and maintenance register; logged building complaints from all departments	Up to date mid-year repair and maintenance register; logged building complaints from all departments	-	Up to date mid-year repair and maintenance register; logged building complaints from all departments	-	Updated repair and maintenance register; logged building complaints from all departments
FIN1	FIN	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-10	submitted departmental BP	submitted departmental BP	100%	-	-	-
FIN2	FIN	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Job descriptions of Middle Managers	Job descriptions for Middle Managers	Section 57 KPIs	Sep-10	all departmental middle managers in possession of Action Plans	all departmental middle managers in possession of Action Plans	100%	-	-	-
FIN3	FIN	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing	formal applications and reports	formal applications and reports	25%	25%	25%	25%

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
FIN4	FIN	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing	12 monthly reports	6 monthly reports - Jul to Dec 2010	3 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports
FIN5	FIN	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	-	Quarterly	four reports submitted to MM	quarter 1 & 2 reports	quarter 1 report	quarter 2 report	quarter 3 report	quarter 4 report
FIN6	FIN	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	-	Quarterly	four meetings held	quarter 1 & 2 meetings	quarter 1 staff meeting held	quarter 2 staff meeting held	quarter 3 staff meeting held	quarter 4 staff meeting held
FIN7	FIN	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly	four meetings conducted	quarter 1 & 2 meetings	quarter 1 standing portfolio meeting held	quarter 2 standing portfolio meeting held	quarter 3 standing portfolio meeting held	quarter 4 standing portfolio meeting held

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
FIN8	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Full compliance with Chapter 11 of the MFMA (SCM)	Compliance with Chapter 11 of the MFMA	SCM Plan	Ongoing	annual report on implementation of the SCM	mid-year report on implementation of the SCM	reports on SCM functioning	reports on SCM functioning	reports on SCM functioning	reports on SCM functioning
FIN9	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To manage expenditure, cash and investments	Monitoring of expenditure and cash flow position on a regular basis	Expenditure Management - cash and investments	-	Quarterly	four expenditure reports submitted to exCo and ManCo	quarter 1 & 2 expenditure reports submitted to exCo and ManCo	25%	25%	25%	25%
FIN10	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To monitor budgetary compliance	Monitoring of votes status	Budget monitoring	-	Quarterly	not exceeding budget allocated expenditure	not exceeding budget allocated expenditure	25%	25%	25%	25%
FIN11	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To monitor adherence to annual cash flow plan	Monitor cash position against planned position	Monitoring of differences between cash flow and actual	-	Ongoing	all differences corrected	all differences corrected	25%	25%	25%	25%
FIN12	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Production of monthly income and expenditure and balance sheet reports	Annual Financial Statements ready for audit by 30 August as per MFMA	No record of previous non-compliance	Aug-09	Legally compliant AFS submitted on time	Legally compliant AFS submitted on time	100%	-	-	-

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
FIN13	FIN	n/a	Municipal Financial viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	Compliance with MFMA	Prompt preparation of reports after month end closure	National Treasury/In year reporting	Monthly reports are lagging one month behind deadline.	Monthly	submit the s71 (12 reports) within the prescribed timeframe	submit the s71 (06 reports) within the prescribed timeframe	3 reports within 5 days of month end	mid-year report submitted to NT	3 reports within 5 days of month end	3 reports within 5 days of month end
FIN14	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of Sect 72 report	-	Annually	Proof of submission of Sect 72 report	Proof of submission of Sect 72 report	-	-	one report submitted to NT	-
FIN15	FIN	n/a	Municipal Financial viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	Compliance with MFMA	Prompt preparation of reports after month end closure	National Treasury/In year reporting	-	Ongoing	12 reports submitted to the ExCo	06 reports submitted to the ExCo	3 reports within 5 days of month end	3 reports within 5 days of month end	3 reports within 5 days of month end	3 reports within 5 days of month end
FIN16	FIN	n/a	Municipal Financial viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	Compliance with relevant guidelines	Implement Municipal Finance Management Internship Programme (MFMIIP)	Finance management reform in compliance with the Municipal Financial Management Internship Programme (MFMIIP)	No structured programme in place	Ongoing	Report on 100% compliance as required by MFMIIP	Report on 50% compliance as required by MFMIIP	20% compliance with MFMIIP	60% compliance with MFMIIP	10% compliance with MFMIIP	10% compliance with MFMIIP
FIN17	FIN	n/a	Municipal Financial viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	Compliance with legislation	Monitor budget process deadlines in relation to the MFMA	Budget Quality	As per MFMA	Ongoing	Report on 100% compliance as per evaluation checklist	Report on 50% compliance as per evaluation checklist	10% compliance with checklist	40% compliance with checklist	25% compliance with checklist	25% compliance with checklist

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
FIN18	FIN	n/a	Municipal Institutional Development and Transformation	Sustainable resource management	Good Governance	Institutional and Governance	Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Establish an asset register	Non GRAP compliant asset register in place	Ongoing	report on fully functional asset register	progress report towards fully functional asset register	25% complete	25% complete	25% complete	25% complete
FIN19	FIN	n/a	Municipal Institutional Development and Transformation	Sustainable resource management	Good Governance	Institutional and Governance	Safeguard Council assets	Insure all assets with material values	Insurance/Risk management	Policy in place but not been checked for adequacy of cover	Ongoing	Report on all municipal assets insured	Progress report on all municipal assets insured	25%	25%	25%	25%
FIN20	FIN	0401/019 9/0000	Municipal Institutional Development and Transformation	Sustainable resource management	Good Governance	Institutional and Governance	Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Management of the Fixed Asset Register	Fixed Asset Register (FAR)	Ongoing	Report on all assets entered into the register	Progress report on all assets entered into the register	25% complete	25% complete	25% complete	25% complete
FIN21	FIN	0130/160 7/0000	Municipal Institutional Development and Transformation	Sustainable resource management	Good Governance	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	To promote and support reforms in financial management by building the capacity in municipalities to implement the MFMA	Proper implementation of the MFMA requirements	-	Jun-11	Report on full compliance with the MFMA	Progress report on compliance with the MFMA	25%	50%	15%	10%
FIN22	FIN	0130/451 2/0000	Good Governance and Public Participation	Cohesive and sustainable communities	Inclusive Government	Social Facilitation	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	Budget & IDP Roadshows	-	Annually before end of May 2011	2010/11 roadshow conducted	-	-	-	-	100%

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
FIN23	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Draft Adjustment Budget 2009/10 submitted to Council	Budget 2009/10	Feb-11	Draft Adj Budget submitted to ExCo and Council	-	-	-	Draft Adj. Budget	-
FIN24	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	2010/11 Budget submitted to Council, National Treasury and Provincial Treasury	-	annually by end of June	Proof of submission of 2010/11 Budget to Council, NT and PT	-	-	-	-	2010/11 Budget
FIN25	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of MFMA report	-	Annually	Proof of submission of 12 DORA report	Proof of submission of 06 DORA report (Jul - Dec 2010)	3 reports per conditional grant	3 reports per conditional grant	3 reports per conditional grant	3 reports per conditional grant
FIN26	FIN	n/a	Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure effective management of the municipality and its functionaries	Devise and implement corrective measures to address AG queries	-	Apr-11	Annual report oversight report	-	-	-	100%	-

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
COM 1	COM M	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-10	submitted departmental BP	submitted departmental BP	100%	-	-	-
COM 2	COM M	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Sep-10	all departmental middle managers in possession of Action Plans	all departmental middle managers in possession of Action Plans	100%	-	-	-
COM 3	COM M	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing	formal applications and reports	formal applications and reports	25%	25%	25%	25%
COM 4	COM M	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing	12 monthly reports	6 monthly reports - Jul to Dec 2010	3 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
COM 5	COM M	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	-	Quarterly	four reports submitted to MM	quarter 1 & 2 reports	quarter 1 report	quarter 2 report	quarter 3 report	quarter 4 report
COM 6	COM M	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	-	Quarterly	four meetings held	quarter 1 & 2 meetings	quarter 1 staff meeting held	quarter 2 staff meeting held	quarter 3 staff meeting held	quarter 4 staff meeting held
COM 7	COM M	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly	four meetings conducted	quarter 1 & 2 meetings	quarter 1 standing portfolio meeting held	quarter 2 standing portfolio meeting held	quarter 3 standing portfolio meeting held	quarter 4 standing portfolio meeting held
COM 8	COM M	0406/0341/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure greater accessibility for communities in the District	Ensure greater accessibility for rural communities	Source funding for implement of recommendations of Public Transport Plan i.t.o the white paper on the Provincial Transport Policy	Public Transport Plan	Jun-11	Report on reviewed PTP	Progress report on reviewed PTP	-	25%	25%	50%

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
COM 9	COM M	0205/449 0/0000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Functionality of District Disaster Management Centre	Compile and implement Disaster Management Centre business plan	-	Quarterly	Submitted BP	Progress report	preparation of BP	preparation for implementation report	implementation phase report	implementation phase report
COM 10	COM M	0205/449 1/0000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Establish and maintain a fully functional disaster management services	Recruit and maintain disaster management volunteers and capacitate communities	-	ongoing	20 volunteers and at least two community workshops	-	-	-	20 volunteers recruited	two community workshops conducted
COM 11	COM M	0205/449 2/0000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functional disaster management services	Compile and implement the Disaster Management Plan	-	ongoing	implementation of the DM as outlined in the plan		25%	50%	15%	10%

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
COM 12	COM M	0205/453 0/0000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functional disaster management services	Disaster Relief Interventions	-	Jun-11	continuous assistance to community member affected in times of disaster		25%	25%	25%	25%
COM 13	COM M	0205/449 3/0000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functional disaster management services	Provide Fire Fighting vehicles for Emadlangeni and Dannhauser municipalities	-	ongoing	have in place fully functional fire fighting services		100%	-	-	-
COM 14	COM M	0125/444 6/0000	Good Governance and Public Participation	Improving the nations health profile	Caring and human government	Social Facilitation	To contribute towards the achievement of universal access to social services by 2015	Facilitate the implementation of the HIV & AIDS plan	Institution of HIV & Aids activities and programmes	HIV & AIDS Plan	Ongoing	facilitation of the HIV/AIDS activities as outlined in an approved operational plan		HIV&AIDS plan prepared	implementation of the plan report	implementation of the plan report	implementation of the plan report
COM 15	COM M	0125/444 4/0000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To contribute towards the achievement of universal access to social services by 2015	Facilitate access of social services to all communities	Environmental Health Services	-	Ongoing	pending successful negotiations of transfer of personnel					

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
COM 16	COM M	0125/442 2/0000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To contribute towards the achievement of universal access to social services by 2015	Facilitate the promotion of all sport codes in identified areas	Establishment and implementation of programmes to promote sports and recreational	-	Jun-11	to conduct at least 8 major sport events		25%	-	25%	50%
COM 17	COM M	0125/446 3/0000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate youth empowerment programmes	Youth training on scarce skills	-	Jun-11	to conduct at least a youth function bi-monthly		-	50%	15%	10%
COM 18	COM M	0155/000 0/0000	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action from government with timeframes	Municipal Planning	To facilitate the effective operation of Thusong Service Centre's in the ADM	Roll-out of the Thusong Service Centre in the ADM	Thusong Service Centre	-	Jun-11	quarterly reports on functioning of the centre	quarter 1 & 2 report on functioning of the centre	25%	25%	25%	25%
COM 19	COM M	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action from government with timeframes	Municipal Planning	To facilitate the effective operation of Thusong Service Centre's in the ADM	Maintain a fully functional Thusong Service Centre	Signing of the rental agreements - Thusong Service Centre	-	Jun-10	agreements in place for all tenants		-	-	-	100%
COM 20	COM M	0110/443 9/000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To contribute towards the achievement of universal access to social services by 2015	Facilitation of senior citizens programmes	Report on Senior Citizens Programmes	-	Jun-11	annual reports on programmes held	mid-year reports on programmes held	report for quarter 1	report for quarter 2	report for quarter 3	report for quarter 4

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
COM 21	COM M	0110/444 2/0000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To contribute towards the achievement of universal access to social services by 2015	Facilitate programmes that promote the rights of women, children and the disabled	Run activities for people living with disability	-	Jun-11	annual reports on programmes held	mid-year reports on programmes held	report for quarter 1	report for quarter 2	report for quarter 3	report for quarter 4
COM 22	COM M	0110/446 4/0000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate programmes that promote the rights of women, children and the disabled	Gender and Children matters	-	Jun-11	annual reports on programmes held	mid-year reports on programmes held	report for quarter 1	report for quarter 2	report for quarter 3	report for quarter 4
COM 23	COM M	0110/446 9/0000	Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To contribute towards the achievement of universal access to social services by 2015	Facilitate arts and culture activities in the Amajuba District	Arts and Culture	-	Jun-11	annual reports on programmes held	mid-year reports on programmes held	report for quarter 1	report for quarter 2	report for quarter 3	report for quarter 4
P&D1	PD	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-10	submitted departmental BP	submitted departmental BP	100%	-	-	-
P&D2	PD	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Sep-10	all departmental middle managers in possession of Action Plans	all departmental middle managers in possession of Action Plans	100%	-	-	-

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
P&D3	PD	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing	formal applications and reports	formal applications and reports	25%	25%	25%	25%
P&D4	PD	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing	12 monthly reports	6 monthly reports - Jul to Dec 2010	3 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports
P&D5	PD	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to MM	-	quarterly	four departmental performance reports submitted to MM	quarter 1 & 2 reports	quarter 1 report	quarter 2 report	quarter 3 report	quarter 4 report
P&D6	PD	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	-	Quarterly	four meetings conducted	quarter 1 & 2 meetings	quarter 1 staff meeting held	quarter 2 staff meeting held	quarter 3 staff meeting held	quarter 4 staff meeting held

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
P&D7	PD	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly	four meetings conducted	quarter 1 & 2 meetings	quarter 1 standing portfolio meeting held	quarter 2 standing portfolio meeting held	quarter 3 standing portfolio meeting held	quarter 4 standing portfolio meeting held
P&D8	PD	n/a	Municipal Institutional Development and Transformation	International co-operation	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that the IT requirements of ADM are met	ICT support to ADM staff	-	Ongoing	quarterly reports on staff supported	quarter 1 & 2 meetings	ad hoc ICT support to staff	ad hoc ICT support to staff	ad hoc ICT support to staff	ad hoc ICT support to staff
P&D9	PD	n/a	Municipal Institutional Development and Transformation	International co-operation	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that the IT requirements of ADM are met	ICT support to Dannhauser and Emadlangeni Municipalities	-	Ongoing	quarterly reports on support provided to Emadlangeni and Dannhauser LMs	quarter 1 & 2 meetings	ad hoc ICT support to Emadlangeni and Dannhauser LMs	ad hoc ICT support to Emadlangeni and Dannhauser LMs	ad hoc ICT support to Emadlangeni and Dannhauser LMs	ad hoc ICT support to Emadlangeni and Dannhauser LMs
P&D10	PD	n/a	Municipal Institutional Development and Transformation	International co-operation	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that the IT requirements of ADM are met	Administer the Amajuba ICT Forum	Existing forum	Quarterly	4 meetings conducted	quarter 1 & 2 meetings	quarter 1 ICT Forum meeting held	quarter 2 ICT Forum meeting held	quarter 3 ICT Forum meeting held	quarter 4 ICT Forum meeting held

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
P&D1 1	PD	0190/447 7/0000	Municipal Institutional Development and Transformation	International co-operation	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that the IT requirements of ADM are met	Website Development & Host	Existing website	Quarterly	report on website updates	quarter 1 & 2 reports	upload updates to website as required	upload updates to website as required	upload updates to website as required	upload updates to website as required
P&D1 2	PD	0190/380 7/0000	Municipal Institutional Development and Transformation	International co-operation	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that the IT requirements of ADM are met	Management of all IT systems hardware and software	-	Ongoing	resolved all errors and IT system maintained	quarter 1 & 2 reports	Maintenance and error rectification conducted as required	Maintenance and error rectification conducted as required	Maintenance and error rectification conducted as required	Maintenance and error rectification conducted as required
P&D1 3	PD	0190/380 8/0000	Municipal Institutional Development and Transformation	International co-operation	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that the IT requirements of ADM are met	Upgrade of systems	-	Ongoing	ad hoc reports on systems upgrade	quarter 1 & 2 reports	ad hoc systems upgrade	ad hoc systems upgrade	ad hoc systems upgrade	ad hoc systems upgrade
P&D1 4	PD	n/a	Good Governance and Public Participation	International co-operation	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Provide and update municipal information on the ADM website	Existing departmental section on website	Ongoing	report on updates submitted	quarter 1 & 2 reports	report on updates submitted	report on updates submitted	report on updates submitted	report on updates submitted

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
P&D1 5	PD	0190/448 8/0000	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action from government with timeframes	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Develop shared service systems to provide co-ordinated service delivery	GIS Implementation	2009/10 GIS support	Quarterly	four meetings conducted	quarter 1 & 2 meetings	one GIS Support meeting held	one GIS Support meeting held	one GIS Support meeting held	one GIS Support meeting held
P&D1 6	PD	n/a	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	Economic Development	To ensure ongoing partnership development and coordination among various stakeholders	Retain and develop institutional arrangements for economic development in the district	Administer the Amajuba Tourism Forum (ATF)	2009/10 ATF	Quarterly	four meetings conducted	quarter 1 & 2 meetings	one ATF meeting held	one ATF meeting held	one ATF meeting held	one ATF meeting held
P&D1 7	PD	n/a	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	Economic Development	To ensure ongoing partnership development and coordination among various stakeholders	Retain and develop institutional arrangements for economic development in the district	Administer the Amajuba Tourism Committee (ATC)	2009/10 ATC	Quarterly	four meetings conducted	quarter 1 & 2 meetings	one ATC meeting held	one ATC meeting held	one ATC meeting held	one ATC meeting held
P&D1 8	PD	n/a	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	Economic Development	To ensure ongoing partnership development and coordination among various stakeholders	Retain and develop institutional arrangements for economic development in the district	Administer the Amajuba Agricultural Committee (AAC)	2009/10 AAC	Quarterly	four meetings conducted	quarter 1 & 2 meetings	one AAC meeting held	one AAC meeting held	one AAC meeting held	one AAC meeting held
P&D1 9	PD	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action from government with timeframes	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	Administer the Amajuba Planning and Development Coordination Committee (P&DCC)	Existing P&DCC	Quarterly	four meetings conducted	quarter 1 & 2 meetings	one P&DCC meeting held	one P&DCC meeting held	one P&DCC meeting held	one P&DCC meeting held

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
P&D20	PD	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action from government with timeframes	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	Provide inputs on development applications received	2009/10 inputs	Ongoing	report on issues raised	quarter 1 & 2 reports	report on issues raised	report on issues raised	report on issues raised	report on issues raised
P&D21	PD	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action from government with timeframes	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Support the facilitation of integrated planning and implementation of land reform projects in the District	Update and alignment of the Amajuba Spatial Development Framework (SDF)	2009/10 SDF as part of the IDP	Jun-11	SDF Completed	-	-	-	-	100%
P&D22	PD	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action from government with timeframes	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	Approval of the Budget and IDP Process Plan by EXCO and Council	-	Aug-10	approved process plan	approved process plan	2010/11 process plan approved	-	-	-
P&D23	PD	n/a	Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action from government with timeframes	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	Approved IDP submitted to the DLG&TA	2009/10 IDP	Jun-11	approved IDP document	-	-	-	-	100%

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
P&D2 4	PD	0190/446 8/0000	Good Governance and Public Participation	Skills and human resource base	Present a practical, measurable program of action from government with timeframes	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of the municipality	PMS Review	Existing Policy	Aug-10	reviewed PMS	-	-	-	-	PMS Review document
P&D2 5	PD	0190/446 7/0000	Good Governance and Public Participation	Cohesive and sustainable communities	Present a practical, measurable program of action from government with timeframes	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	IDP Review	-	Jun-11	IDP Review document	-	-	-	IDP review document	-
P&D2 6	PD	n/a	Good Governance and Public Participation	International co-operation	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timely submission of statutory reports	Draft Annual Report presented to the Mayor for tabling to Council	2009/10 AR	Jan-11	approved draft AR for publicising	-	-	-	100%	-
P&D2 7	PD	n/a	Good Governance and Public Participation	International co-operation	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timely submission of statutory reports	Oversight report and AR tabled at Council for approval without reservations	2009/10 AR	Apr-11	Oversight report	-	-	-	100%	-

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
P&D28	PD	0190/4515/0000; 0190/4514/0000; 0190/4484/0000	Municipal Institutional Development and Transformation	International co-operation	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that municipal planning requirements of ADM are met	Administration Shared Service for GIS and Planning	-	Jun-11	4 reports on shared services	quarter 1 & 2 reports	Report on services to Emadlangeni and Dannhauser	Report on services to Emadlangeni and Dannhauser	Report on services to Emadlangeni and Dannhauser	Report on services to Emadlangeni and Dannhauser
P&D29	PD	0403/0271/0000	Municipal Institutional Development and Transformation	International co-operation	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure that the IT requirements of ADM are met	DIMS-MIG/MIS Intergration	-	Jun-11	DIMS-MIG/MIS Intergration	quarter 1 & 2 reports	25%	25%	25%	25%
P&D30	PD	0190/4447/0000	Good Governance and Public Participation	Social and economic infrastructure	Good Governance	Institutional and Governance	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	Environmental Management Plan Review	Existing Plan	Jun-11	reviewed EMP	-	-	-	-	EMP Review document
P&D31	PD	0190/4448/0000	Good Governance and Public Participation	Social and economic infrastructure	Good Governance	Environmental Management	To ensure sustainable waste management in the district	Address the pollution of water catchments by mining and industrial activity	Education and awareness programmes	-	Jun-11	two awareness programmes conducted	one awareness programme	develop a business plan for programme	1st awareness programme	-	2nd awareness programme
P&D32	PD	0190/4486/0000	Local Economic Development (LED)	Social and economic infrastructure	Use agriculture as main platform for integration	Economic Development	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implementation of the Tourism Sector Plan	Tourism Route Marketing and Battlefields	2009/10 Tourism Route and Battlefield Marketing	Quarterly	report on advertisement and marketing conducted	quarter 1 & 2 reports	report on advertisement and marketing conducted	report on advertisement and marketing conducted	report on advertisement and marketing conducted	report on advertisement and marketing conducted

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
P&D3 3	PD	0190/447 6/0000	Local Economic Development (LED)	Social and economic infrastructure	Use agriculture as main platform for integration	Economic Development	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implementation of the Tourism Sector Plan	Facilitate Tourism Shows and Exhibitions	-	Ongoing	report on tourism and exhibitions supported	quarter 1 & 2 reports	1st quarter tourism report	2nd quarter tourism report	3rd quarter tourism report	4th quarter tourism report
P&D3 4	PD	0190/448 3/0000	Local Economic Development (LED)	Social and economic infrastructure	Use agriculture as main platform for integration	Economic Development	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implementation of the Battlefields Development Plan	Facilitate tourism programmes through the Amajuba Tourism Forum (ATF)	Battlefields Development Plan	Ongoing	to source funding to implement Battlefields Development Plan	quarter 1 & 2 reports	progress report on the implementation of the plan	progress report on the implementation of the plan	progress report on the implementation of the plan	progress report on the implementation of the plan
P&D3 5	PD	n/a	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	Economic Development	To ensure ongoing partnership development and coordination among various stakeholders	Retain and develop institutional arrangements for economic development in the district	Administer the Amajuba Forum for Local Economic Development (AFLED)	2009/10AFLED	Quarterly	four meetings conducted	quarter 1 & 2 meetings	one AFLED meeting held	one AFLED meeting held	one AFLED meeting held	one AFLED meeting held
P&D3 6	PD	0190/448 7/0000	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	Economic Development	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implementation of the Agricultural Sector Plan	Facilitate LED Project Support	LED Strategy	Ongoing	development of two projects into secondary economy	quarter 1 & 2 reports - LED Strategy	preparation for projects to be implemented 2010/11	report on LED projects implemented	report on LED projects implemented	report on LED projects implemented

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
P&D3 7	PD	0190/4510/0000	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	Economic Development	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implementation of the Agricultural Sector Plan	LED Manufacturing Strategic Project Support	Manufacturing Plan	Ongoing	development of two projects into secondary economy	quarter 1 & 2 reports - Manufacturing Plan	preparation for projects to be implemented 2010/11	report on LED projects implemented	report on LED projects implemented	report on LED projects implemented
P&D3 8	PD	0190/4511/0000	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	Economic Development	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implementation of the Agricultural Sector Plan	LED Agricultural Strategic Project Support	Agricultural Plan	Ongoing	development of two projects into secondary economy	quarter 1 & 2 reports - Agricultural Plan	preparation for projects to be implemented 2010/11	report on LED projects implemented	report on LED projects implemented	report on LED projects implemented
P&D3 9	PD	0190/4475/0000	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	Economic Development	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Business support (facilitate markets & capacity) for SMME's & Co-operatives	LED/Tourism training facilitation - Facilitate support and training workshops for co-ops with DED	-	Jun-11	two workshops conducted second and third quarter	one workshops conducted second quarter	-	1st workshop conducted	-	2nd workshop conducted
P&D4 0	PD	0190/4478/0000	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	Economic Development	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Business support (facilitate markets & capacity) for SMME's & Co-operatives	AFLED capacity building - Institutional consultation on growth and development	-	Jun-11	two workshops conducted second and third quarter	one workshops conducted second quarter	-	1st workshop conducted	-	2nd workshop conducted

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
P&D4 1	PD	0190/4513/0000	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	Economic Development	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Facilitate Targeted Investment	4th ADM growth and development summit.	2009/10 Growth and Development Summit	Jun-11	conduct of G&D Summit by June 2011	-	-	-	-	G&D Summit conducted
P&D4 2	PD	0190/4445/0000	Good Governance and Public Participation	Creation of decent work and economic growth	Use agriculture as main platform for integration	Social Facilitation	To ensure poverty alleviation/reduction (national targets)	Implementation of the poverty alleviation programme and vertical alignment	Identification, funding and implementation of poverty alleviation projects	Existing Poverty Alleviation Policy	Ongoing	fund poverty alleviation projects as per poverty alleviation policy	quarter 1 & 2 reports - poverty alleviation	progress report on poverty alleviation projects implemented	progress report on poverty alleviation projects implemented	progress report on poverty alleviation projects implemented	progress report on poverty alleviation projects implemented
P&D4 3	PD	0190/4520	Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	Economic Development	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Implementation of the Agricultural Sector Plan	Projects Initiation Fund	-	Ongoing	Fund implementation requirements for projects	quarter 1 & 2 reports - poverty alleviation	progress report	progress report	progress report	progress report
ENG1	ENG	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-10	submitted departmental BP	submitted departmental BP	100%	-	-	-

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
ENG2	ENG	n/a	Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Sep-10	all departmental middle managers in possession of Action Plans	all departmental middle managers in possession of Action Plans	100%	-	-	-
ENG3	ENG	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing	formal applications and reports	6 monthly reports - Jul to Dec 2010	25%	25%	25%	25%
ENG4	ENG	n/a	Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing	12 monthly reports	quarter 1 & 2 reports	3 monthly reports	3 monthly reports	3 monthly reports	3 monthly reports
ENG5	ENG	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	Dept Business Plans	Quarterly	four reports submitted to MM	quarter 1 & 2 meetings	quarter 1 report	quarter 2 report	quarter 3 report	quarter 4 report
ENG6	ENG	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	Planned Staff meetings	Quarterly	four meetings held	quarter 1 & 2 meetings	quarter 1 staff meeting held	quarter 2 staff meeting held	quarter 3 staff meeting held	quarter 4 staff meeting held

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
ENG7	ENG	n/a	Good Governance and Public Participation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	Planned Staff meetings dates	Quarterly	four meetings conducted	quarter 1 & 2 meetings	quarter 1 standing portfolio meeting held	quarter 2 standing portfolio meeting held	quarter 3 standing portfolio meeting held	quarter 4 standing portfolio meeting held
ENG8	ENG	n/a	Basic Service Delivery	Social and economic infrastructure	Good Governance	Economic Development	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Application of labour intensive methods in construction projects	Adoption of EPWP guidelines into MIG projects	EPWP guidelines	Ongoing	Comply with EPWP guidelines. Reports on labour force for each project.	quarter 1 & 2 progress reports	quarter 1 EPWP Report	quarter 2 EPWP Report	quarter 3 EPWP Report	quarter 4 EPWP Report
ENG9	ENG	0150/447 0/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Provision of water supply to all consumers	Emergency Water Supply - Supply of water tankers	Emergency Water Supplies	Jun-11	Provision of emergency water supply as the need arises	quarter 1 & 2 progress reports	Quarter 1 report	Quarter 2 report	Quarter 3 report	Quarter 4 report
ENG10	ENG	0401/020 2/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	WSDP Review	Backlog in provision of water services within Amajuba district	Sep-10	Completed Water Services Development Plan	quarter 1 & 2 progress reports	5%	45%	100%	-

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

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													Jul - Dec	proj	proj	proj	proj
ENG1 1	ENG	0403/028 3/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Reduce Water loss to international acceptable standard (15%)	Water Conservation / Water Demand Plan	Backlog in provision of water services within Amajuba district	Jun-11	Completed Water Conservation/ Water Demand Plan	quarter 1 & 2 progress reports	50%	90%	100%	-
ENG1 2	ENG	0403/028 3/0001	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Reduce Water loss to international acceptable standard (15%)	Implementation of the Water Conservation / Water Demand Plan	Backlog in provision of water services within Amajuba district	Jun-11	Completed Water Conservation/ Water Demand Plan	quarter 1 & 2 progress reports	5%	30%	60%	100%
ENG1 2	ENG	0403/028 4/0000	Basic Service Delivery	Social and economic infrastructure	Caring and human government	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	RDP level of service to consumers	Refurbishment of boreholes - ongoing	Backlog in provision of water services within Amajuba district	Mar-11	50 boreholes	15 boreholes	5 Boreholes- 40%	10 Boreholes 60%	15 boreholes 80%	20 Boreholes 100%
ENG1 3	ENG	0403/022 8/0000	Basic Service Delivery	Social and economic infrastructure	Use agriculture as main platform for integration	Economic Development	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015	Increase number of black contractors	Inter Development Infrastructure Capacity- Training of contractors - ongoing	Need to capacitate local contractors	Dec-10	Training of Local Emerging Contractors		25%	25%	25%	25%
ENG1 4	ENG	0753/180 2/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Reduce Water Tanker costs	Replacement of water tanker deliveries with pipe water and boreholes for the WSA	Backlog in provision of water services within Amajuba district	Jun-11	Provision of access to water services to 20 households	Provision of access to water services to 10 households	Provision of access to water services to 5 households	Provision of access to water services to 5 households	Provision of access to water services to 5 households	Provision of access to water services to 5 households

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
ENG15	ENG	0753/1803/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Regional Bulk Water Supply to consumers	Implementation of water capital projects - Bulk water infrastructure to Emadlangeni Municipality	Backlog in provision of water services within Amajuba district	Jun-11	Provision of access to water services to 880 households	Provision of access to water services to 280 households	Provision of access to water services to 80 households	Provision of access to water services to 200 households	Provision of access to water services to 200 households	Provision of access to water services to 400 households
ENG16	ENG	0753/1804/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic sanitation delivery to all consumers	Provision of VIPs Toilets to all consumers	Sanitation projects 5 year plan	Backlog in provision of sanitation services within Amajuba district: Planning Stage	Jun-11	Report on number of VIP's provided		Report on the design	Report on Strategy to be used in order to fastrack eradication	Report on establishment and priority list as per WSDP	Report 4 on no of VIP's provided
ENG17	ENG	0717/1664/0000	Basic Service Delivery	Social and economic infrastructure	Use agriculture as main platform for integration	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2015	Facilitate the promotion of scarce sport codes in identified areas	Establish Dannhauser Cricket Pitch	Dannhauser South Park Cricket Stadium b/p	Dec-10	Upgrade stadia		50%	75%	100%	-
ENG19	ENG	0717/1664/0002	Basic Service Delivery	Social and economic infrastructure	Use agriculture as main platform for integration	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2015	Facilitate the promotion of scarce sport codes in identified areas	Monte Vista Casino	Backlog in provision of community sport facilities/infrastructure	Jun-11	Upgraded Sports Complex according to business plan-Phase Two		15%	25%	70%	100%
ENG19	ENG	0717/1657/0000	Basic Service Delivery	Social and economic infrastructure	Use agriculture as main platform for integration	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2015	Facilitate the promotion of scarce sport codes in identified areas	Ben's Dorp Sportsfield	Backlog in provision of community sport facilities/infrastructure	Sep-10	Completed Sports field		closeout report on completed Ben's Dorp Sportsfield	-	-	-

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

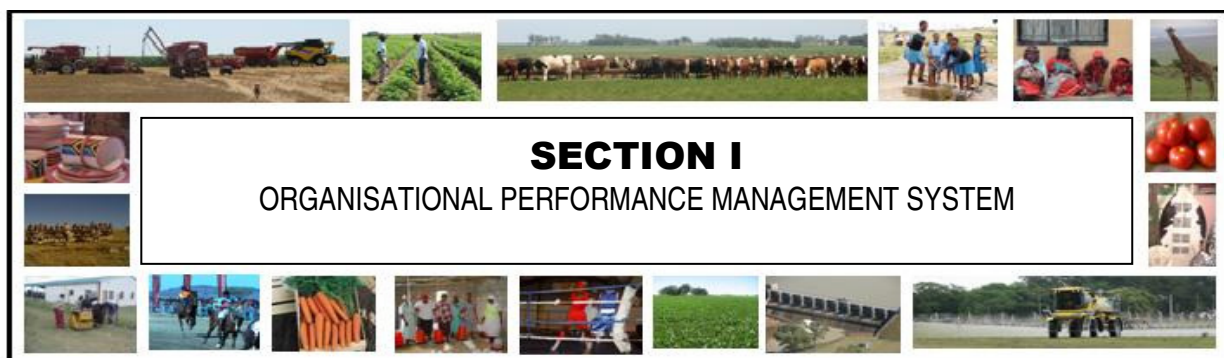
Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
ENG20	ENG	0718/1694/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Provision of RDP level of service to consumers	Buffalo Flats Phases 1	Buffalo Flats 1 Technical Report and MIG application	Sep-10	Provide access to 20h/h. Eradicate water backlog in the buffalo flats 1		-100 % completed	Report on Strategy close out	-	-
ENG21	ENG	0718/1694/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Provision of RDP level of service to consumers	Buffalo Flats Phases 2	Buffalo Flats 2 Technical Report and MIG application	Jun-11	Provide access to 1662h/h. Eradicate water backlog in the buffalo flats 2	Provide access to 829h/h. Eradicate water backlog in the buffalo flats 3	414 hh-25%	415 hh-50%	416 hh-75%	417 hh-100%
ENG22	ENG	0718/1694/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Provision of RDP level of service to consumers	Buffalo Flats phase 3	Buffalo Flats 3 Technical Report and MIG application	Jun-11	Provide access to 1500h/h. Eradicate water backlog in the buffalo flats 3	Provide access to 750h/h. Eradicate water backlog in the buffalo flats 4	375hh-15%	375hh-15%	375hh-15%	375hh-15%
ENG23	ENG	0718/1694/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic sanitation and expansion of sanitation service delivery to all consumers by 2015	Provision of VIPs Toilets to all consumers	Inverness Sanitation -	Backlog in provision of sanitation services within Amajuba district	Dec-10	Provide access to sanitation to 3134 households		Report on the Close out		-	-
ENG24	ENG	0719/1714/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Provision of VIPs Toilets to all Schools and Creches	Dwaf school /clinic sanitation	Backlogs in Water and Sanitation at schools and clinics	Jun-11	Eradicate water backlog in the at schools and clinics	quarter 1 & 2 progress report	quarter 1 report	quarter 2 report	quarter 3 report	quarter 4 report

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
ENG2 5	ENG	0719/171 6/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Know the life span and depreciation value of infrastructure	Infrastructure asset management	Backlog in infrastructure within Amajuba district	Dec-10	Completed Infrastructure Asset Management Plan		70%	100%	-	-
ENG2 6	ENG	0719/171 2/0000	Basic Service Delivery	Social and economic infrastructure	Caring and human government	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Business Plan	Emadlangeni Feasibility Study (Reticulation)	WSDP	Dec-10	Completed Feasibility study towards the Mig/DWAF water b/p		Report on design -20%	Report on Implementation strategy - 50%	100 %- Secure funds according to Fund allocation	Phase 1 implementation report
ENG2 7	ENG	0719/171 5/0000	Basic Service Delivery	Social and economic infrastructure	Caring and human government	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Regional Bulk Water Supply to consumers	Emadlangeni Bulk Water Supply	Backlog in provision of water services within Amajuba district	Jun-11	provide access to water to 180 household	Report on design and 72hh provided with access to water	Report on Design	72hh-40%	36hh-60%	72hh-100%
ENG2 8	ENG	0751/630 3/0000	Municipal Institutional Development and Transformation	Social and economic infrastructure	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Undertake developmental business planning and streamline business processes to meet council and community needs	Construction of new offices	A need for additional offices	Jun-11	construction phases completed as per business plan	quarter 1 & 2 progress report	progress report 1- 20%	progress report 2- 40%	progress report 3- 60%	progress report 4 - 100%
ENG2 9	ENG	0716/190 8/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Attract additional investment in the expansion of water networks	Kingsley Crèche	Provision of community facilities	Jun-11	Completed Crèche	quarter 1 & 2 progress report	5%	15%	50%	100%

2010/2011 DRAFT DEPARTMENTAL PROJECTIONS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Annual Target	Mid-year target	Sep-10	Dec-10	Mar-11	Jun-11
													Jul - Dec	proj	proj	proj	proj
ENG30	ENG	0716/1900/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015	Culture of saving of water and hygiene health	Water and Sanitations Campaigns	Nature conservation awareness	Mar-11	Conduct water and sanitation campaigns	quarter 1 & 2 progress report	Attract additional funding to undertake process	Report on implementation strategy	50%	100%
ENG31	ENG	0716/1905/0000	Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to electrical supply and expansion of electricity service delivery to all consumers	Electricity backlog	Review of Electricity Supply Development Plan	Electricity Supply Development Plan	Mar-11	Completed ESDP Review	quarter 1 & 2 progress report	Attract additional funding to undertake process	Report on implementation strategy	25%	25%
ENG32	ENG		Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to water management and maintenance (infrastructure development) to all consumers	Increase life span of assets	Operation and Maintenance	Spending less than 1% of Capital Projects	Mar-11	Spending 15% of Capital Projects	quarter 1 & 2 progress report	Attract additional funding to undertake process	Report on implementation strategy	25%	25%
ENG33	ENG		Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to water level of service to all consumers	Adoption of water policies	Water Policy Development	Adoption of WATER BY LAWS	Mar-11	Disconnection water policy adoption	quarter 1 & 2 progress report	Attract additional funding to undertake process	Report on implementation strategy	25%	25%



9.0 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

9.1 INTRODUCTION AND BACKGROUND

The Municipal Planning and Performance Management Regulations (2001) stipulates that a “municipality’s performance management system entails a framework that describes and represents how the municipality’s cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players” (Chapter 3, Section 7, Municipal Planning and Performance Management Regulations, 2001).

Performance management is an organisational process that links what individuals and teams do on a daily basis with the larger goals, values and cultural practices of Amajuba District Municipality and the needs of its community; it is a process for establishing a shared understanding about what is to be achieved and how it is to be achieved; it is an approach to managing people that, when done well, contributes to an enduring and healthy organisation.

This system seeks to facilitate the shift to a strategic approach to the management of performance and empowers managers and employees to see the performance as an integrated and dynamic, real-time feature of work life. It is not a separate stand-alone process. It must be integrated with the department of the municipality, and operational/business plans and municipal budgets. In the 2009/10 financial year, the municipality reviewed its PMS in-house.

The system is informed by the following policies and legislations:

- The Constitution (1996)
- The Batho Pele White Paper (1998)
- The White Paper on Local Government (1998)
- The Municipal Systems Act (2000)
- Municipal Planning and Performance Management Regulations (2001)
- Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006)
- Integrated Development Plan – Amajuba District Municipality (2007/8)
- Municipal Finance Management Act (2003)

For the first time, and through the work completed as part of the Amajuba NSDP Pilot Project, the IDP Strategies and the PMS system have been properly linked and aligned to the PGDS and NSDP. This process has also lead to the identification of strategies required for inclusion in the IDP that are not currently there or which are the responsibility of other sector departments.

The table below indicates the key elements of the system and their implementation status to date as well as challenges to undertake in the said review.

Benefits of the PMS include:

- Provides appropriate management information for informed decision-making.
- Manages expectations and ensuring increased accountability between the role-players within and external to the municipality.
- Provides early warning signals.
- Identifies major or systematic blockages and guides future planning.
- Encourages the direction of resources
- Checking that the delivery is happening as planned.
- Promotes the efficient utilization of resources.
- Promotes the delivery of the envisaged quality of service.
- Assists municipalities in making timeous and appropriate adjustments in the delivery and management of resources.
- Identifies capacity gaps in both human and non-human resources, assists in determining right-sizing requirements.
- Identifies communities and areas that lag behind others in terms of development and thus assists in spatial and sectoral integration.
- Assists municipalities in their “developmental” role/focus.

TABLE 116: KEY ELEMENTS OF THE PMS

Elements	Implementation Challenges	Annual Reviews				
		2007/08	2008/09	2009/10	2010/11	2011/12
Organisational Performance Management	Organisational KPIs Organisational Targets Linkage with National KPIs Linkage with the IDP Model (Balanced Score Card, Spreadsheet, Municipal Score Card, etc)	IDP, PMS and Budget has been linked. SDBIP in place.	IDP, PMS and Budget has been linked. SDBIP in place.	IDP, PMS and Budget has been linked. SDBIP in place.	To put in place 2010/11 SDBIP	To put in place 2011/12 SDBIP
Section 57 Performance Contracts	Compliance in respect of setting annual KPIs and Targets	Annual KPIs have been set and performance agreements have been signed	Annual KPIs have been set and performance agreements have been signed	Annual KPIs have been set and performance agreements have been signed	To set annual KPIs in accordance with the SDBIP	To set annual KPIs in accordance with the SDBIP
Balance Scorecards	Not applicable	Not applicable	SDBIP also utilised as a balances scorecard with all the required indicators	SDBIP also utilised as a balances scorecard with all the required indicators	To establish balanced scorecards for each directorate; in addition to the SDBIP	To establish balanced scorecards for each directorate; in addition to the SDBIP
Employee Performance Appraisal System (EPAS)	Staff rejected EPAS	Instead of implementing EPAS, the municipality has developed Action Plans for the Middle Managers	Instead of implementing EPAS, the municipality has developed Action Plans for the Middle Managers	Instead of implementing EPAS, the municipality has developed Action Plans for the Middle Managers	Middle Managers to provide quarterly reports for their respective units	Middle Managers to provide quarterly reports for their respective units
IT System		Utilising an Excel spreadsheet	Utilising an Excel spreadsheet	Utilising an Excel spreadsheet	To utilise an Excel spreadsheet	To utilise an Excel spreadsheet

Elements	Implementation Challenges	Annual Reviews				
		2007/08	2008/09	2009/10	2010/11	2011/12
Financial and Performance Audit Committee	There are no locally based PMS experts that would be willing to serve on the committee	This is a legislative requirement (Sect 166 of the MFMA) Joint Audit Committee responsible for both financial and performance audit has been established. Five members appointed in late-November 2006	Four audit committee members, meetings held at least quarterly	Four audit committee members, meetings held at least quarterly	To ensure existence of an effective financial and performance audit committee	To ensure existence of an effective financial and performance audit committee
Annual Report	Capacity to meet the legislative requirement	This is a legislative requirement (Sect 121 of the MFMA). First Annual Report developed in 2004/05. The 2006/07 Annual Report is to meet the legislative requirements	2007/08 Annual Report met the legislative requirements	2008/09 Annual Report met the legislative requirements – Mayor tabled draft report to Council on 28 January 2010. Report publicised for community comments until 05 March 2010	To ensure that 2010/11 Annual Report meet the legislative requirements	To ensure that 2011/12 Annual Report meet the legislative requirements
Annual Performance Report (APR)	Not applicable	Not applicable	APR prepared and submitted as part of the Annual Financial Statements (Sect 46 of the MSA)	APR prepared and submitted as part of the Annual Financial Statements (Sect 46 of the MSA)	To prepare APR and submit as part of the Annual Financial Statements (Sect 46 of the MSA)	To prepare APR and submit as part of the Annual Financial Statements (Sect 46 of the MSA)

Elements	Implementation Challenges	Annual Reviews				
		2007/08	2008/09	2009/10	2010/11	2011/12
Public Participation	Capacity building for officials, councillors and the public	Continuing working through the IDP Representative Forum. Conducted the first customer satisfaction survey in 2006/07 financial year	Continuing working through the IDP Representative Forum. To conduct a customer satisfaction survey during the budget road shows. Findings captured and data analyses done by means of access database.	Continuing working through the IDP Representative Forum.	Continuing working through the IDP Representative Forum. To conduct a customer satisfaction survey during the budget road shows.	Continuing working through the IDP Representative Forum. To conduct a customer satisfaction survey during the budget road shows.
Batho Pele principles	Not applicable	Not applicable	Not applicable	Established the Service Delivery and Budget Improvement Plan (SDIP)	Established the Service Delivery and Budget Improvement Plan (SDIP). To incorporate SDIP to the Balanced Scorecard	Established the Service Delivery and Budget Improvement Plan (SDIP). To incorporate SDIP to the Balanced Scorecard

9.2 PERFORMANCE MANAGEMENT POLICY STATEMENTS

The guidelines of the performance management of the municipality are as follows:

Policy Statement 1: Amajuba District Municipality views performance management as a business process

Performance management is an integral part of the Municipality's business process, and hinges on strong teamwork amongst management and employees in order to achieve the organisations goals.

Policy Statement 3: Performance management is viewed by Amajuba District Municipality as an approach and a system to manage people and performance

The focus of performance management in Amajuba District Municipality is on connecting people to one another, and to the company as a whole, and its values. Managers and supervisors are required to support people to work together to achieve shared aims.

Policy Statement 4: In Amajuba District Municipality, managers and employees will use the management of performance for the health, and long-term growth of the municipality according to the strategies and objectives set, and agreed to, by the Council.

Policy Statement 5: Competencies and standards drive the process of achieving performance, results and development

Managers and employees are required to identify and define the competencies and standards to steer the work unit, teams, and individuals to produce superior performance, and foster a learning climate conducive to continuous development.

Policy Statement 6: In Amajuba District Municipality judgment will be the most important factor in determining competence and performance ratings; mathematical calculations cannot be a substitute for the use of good judgement and common sense when it comes to performance assessments

Managers and employees are directed to rely on a combination of subjective and objective interpretation of performance information to reach a rounded conclusion about performance and competence.

Policy Statement 7: In Amajuba District Municipality clear, consistent, and visible involvement by EXCO and managers is mandatory for successful performance measurement and management.

Senior leadership is directed to personally articulate/spread the word about the mission, vision, and goals to various levels within the Municipality, and are also involved in the dissemination of both performance expectations and results throughout the organisation.

Policy Statement 8: Effective and open communication by all levels of management and employees is mandatory

Internal communication is an inherent requirement for all employees and managers to ensure accomplishment of organisational goals.

Policy Statement 9: Accountability for results must be clearly assigned and well understood by everyone

Management and employees are required to proactively identify what it takes to determine success and make sure that all managers and employees understand what they are accountable for. Accountability is a key success factor.

Policy Statement 10: Measures must be linked to performance planning and assessment for both teams and individuals

Managers and employees are required to identify the correct measures by which performance and competence will be assessed. The municipality will have valid and reliable data for the selected measures.

Policy Statement 11: Targets should be linked to appraisal and assessment discussions

Targets that are linked to appraisal and assessment discussions are designed to make managers, teams, and employees at all levels accountable for their contributions to the achievement of the overall strategy.

Policy Statement 12: Results, and progress toward achieving outputs and results, will be openly shared / communicated with employees, customers, and stakeholders by EXCO and managers

While sensitive information generally must be protected, performance measurement information will be openly and widely shared with managers and employees to the greatest extent practicable. Information about performance objectives and specific progress toward these objectives can be provided on an organisation's Intranet site, employee bulletin boards, and public notice boards.

Policy Statement 13: Performance measurement results will be used to effect continuous performance change and improvement

It is mandatory to use assessment results to build towards continuous performance improvement, and to set stretch goals for managers and employees.

NOTE

There are certain significant aspects of using the results of performance measurement that should be kept in mind when deploying a performance management system. Performance measures should be used to assess strategic and 1-year goals and objectives; provide timely, relevant, and concise information for use by decision-makers at all levels to assess progress toward achieving predetermined goals.

Policy Statement 14: Managers are to be sufficiently well briefed and trained to take responsibility to implement a formal performance management system.

Everyone involved in the management of the process needs to know:

- The purpose of performance management
- How all role players (EXCO, managers, employees, shop stewards and the community) will benefit from the process
- The performance management policies that guide the management of the process

- How each phase of the process works and the role they play in each phase (planning, managing, evaluating, compensating)
- How decisions about performance reviews and rewards will be made; how conflict and disagreements about ratings, and remuneration will be handled
- How flexible objectives and accountabilities will be?
- The performance and cultural values that the business seeks to conduct its affairs by (the what and how of performance)

Policy Statement 15: Section 57 employees are mandated to sign a performance agreement beginning of each financial year

9.3 KEY PERFORMANCE AREAS

IDP is linked to PMS and in turn, the organisational KPAs are linked to the five national KPAs as shows in the tables below.

TABLE 117: LINKAGES OF THE IDP TO THE LOCAL GOVERNMENT: MUNICIPAL PERFORMANCE REGULATIONS FOR MUNICIPAL MANAGERS AND MANAGERS DIRECTLY ACCOUNTABLE TO THE MUNICIPAL MANAGERS (2006) AND TO NATIONAL AND LOCAL GOVERNMENT PRIORITIES

KEY PERFORMANCE AREAS (KPAS)	10 NEW NATIONAL PRIORITIES	7 NEW PROVINCIAL PRIORITIES	IDP
Basic service delivery	Social and economic infrastructure;	Household food security;	Integrated Service Delivery; Economic Development; Social Facilitation; Institutional and Governance;
Municipal Institutional Development and Transformation	Social and economic infrastructure; Rural development linked to land reform;	Create image of new administration; Caring and humane government;	Institutional and Governance; Economic Development
Local Economic Development (LED)	Creation of decent work and economic growth;	Use agriculture as main platform for integration	Economic Development; Integrated Service Delivery
Municipal Financial Viability and Management	Sustainable resource management;	Good governance; Inclusive government; Present a practical, measurable program of action for government with timeframe;	Institutional and Governance

KEY PERFORMANCE AREAS (KPAS)	10 NEW NATIONAL PRIORITIES	7 NEW PROVINCIAL PRIORITIES	IDP
Good Governance and Public Participation	Skills and human resource base; Improving the nations health profile; Fight against crime and corruption; Cohesive and sustainable communities; International co-operation; Democratic development state	Create image of new administration; Caring and humane government; Good governance; Inclusive government; Present a practical, measurable program of action for government with timeframe;	Institutional and Governance; Social Facilitation; Environmental Management; Municipal Planning

TABLE 118: NATIONAL KPA'S CORRESPONDING TO ORGANISATIONAL KPAS

National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives
Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015
Municipal Institutional Development and Transformation	Skills and human resource base	Good Governance	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System
Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Institutional and Governance	Source alternative funding for appropriate projects
Municipal Financial Viability and Management	Skills and human resource base	Good Governance	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district
Good Governance and Public Participation	Cohesive and sustainable communities	Create image of new administration	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality

National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives
Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action for government with timeframes	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district
Good Governance and Public Participation	Creation of decent work and economic growth	Caring and human government	Institutional and Governance	To ensure cleanliness of Council Building to be in line with health and safety standards to avoid health hazards and to promote the image of Council
Municipal Financial Viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To manage expenditure, cash and investments
Municipal Financial viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To monitor budgetary compliance
Municipal Financial viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	To monitor adherence to annual cash flow plan
Municipal Financial viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	Compliance with MFMA
Municipal Financial viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	Compliance with relevant guidelines
Municipal Financial viability and Management	Sustainable resource management	Good Governance	Institutional and Governance	Compliance with legislation
Municipal Institutional Development and Transformation	Sustainable resource management	Good Governance	Institutional and Governance	Safeguard Council assets

National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives
Good Governance and Public Participation	Cohesive and sustainable communities	Inclusive Government	Social Facilitation	To facilitate and plan for ongoing sustainable human settlement and economic development in the district
Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure greater accessibility for communities in the District
Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities
Good Governance and Public Participation	Social and economic infrastructure	Caring and human government	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups
Good Governance and Public Participation	International co-operation	Present a practical, measurable program of action for government with timeframes	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district
Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	Economic Development	To ensure ongoing partnership development and coordination among various stakeholders
Good Governance and Public Participation	Social and economic infrastructure	Good Governance	Environmental Management	To ensure sustainable waste management in the district
Local Economic Development (LED)	Social and economic infrastructure	Use agriculture as main platform for integration	Economic Development	To ensure 4% economic growth per annum by 2015 To ensure 15% reduction in unemployment by 2015

National Key Performance Area	National Priorities	Provincial Priorities	Municipal Key Performance Area	Strategic Objectives
Local Economic Development (LED)	Creation of decent work and economic growth	Use agriculture as main platform for integration	Economic Development	To ensure ongoing partnership development and coordination among various stakeholders
Good Governance and Public Participation	Creation of decent work and economic growth	Use agriculture as main platform for integration	Social Facilitation	To ensure poverty alleviation/reduction (national targets)
Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic sanitation delivery to all consumers
Basic Service Delivery	Social and economic infrastructure	Use agriculture as main platform for integration	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2015
Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic sanitation and expansion of sanitation service delivery to all consumers by 2015
Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2015
Basic Service Delivery	Social and economic infrastructure	Household food security	Integrated Service Delivery	To ensure access to electrical supply and expansion of electricity service delivery to all consumers

Each organisational KPA is cascaded down to a level at which it could be allocated to the department and thus the specific individual Section 57 Managers who need to fulfil that functions. For each KPA, a KPI is derived in respect of each of the development priorities and objectives contained in the IDP and a performance target together with a timeline for that particular function is assigned. In turn the Performance Contracts/Agreements of each Section 57 Manager will be formed. Each of the Section 57 Managers enters into a Performance Contract with the municipality. The Performance Contracts are reviewed annually, in line with the requirements of that year's strategy.

NOTE:

The strategies, KPI's and Objectives contained in the IDP and that will inform the SDBIP and OPMS have been categorized according to 3 to 5 year targets.

9.4 MECHANISM TO MONITOR AND EVALUATE PERFORMANCE

- There are six Section 57 Managers who are all in possession of approved performance agreements.
- The section 57 assessments are conducted by evaluation committee mid-yearly and at the end of the financial year.
- The first and third quarter assessments are informal and are performed by the Municipal Manager in the case of the Directors and by the Mayor in the case of the Municipal Manager.
- The SDBIP is assessed on a quarterly basis.
- The Middle Managers are in possession of Work plans; which they report upon on a quarterly basis.

9.4.1 2008/09 PERFORMANCE ASSESSMENTS

The mid-year assessments for 2008/09 financial year were held on 17 June 2009 and the end of the year assessments was conducted in December 21st 2009.

9.4.2 2009/10 PERFORMANCE ASSESSMENTS

Mid year performance assessments will be conducted by the evaluation panel once a half-year performance report of each directorate has been prepared by the Municipal Manager.

9.4.3 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

Every municipality must have in place the Service Delivery and Budget Implementation Plan (SDBIP) as a tool to monitor its service delivery.

Section 1 of the Municipal Finance Management Act (No.56 of 2003) defines the SDBIP as: “a detailed plan approved by the mayor of a municipality in terms of section 53 (1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

(a) projections for each month of-

- (i) revenue to be collected, by source; and
- (ii) operational and capital expenditure, by vote;

(b) service delivery targets and performance indicators for each quarter”.

(c) ward information for expenditure and service delivery

In the case of Amajuba DM, the ward information is not stipulated because Amajuba DM is lawfully not accountable in respect to ward committees.

The municipality annually prepare its SDBIP which taken is a key management, implementation and monitoring tool, which provides operational content to the end-

of-year service delivery targets, set in the budget and Integrated Development Plan (IDP). SDBIP determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process.

The SDBIP as a management, implementation and monitoring tool assists the Mayor, Councillors, Municipal Manager, Senior Managers and Community. It also enables the Municipal Manager to monitor the performance of senior managers, the Mayor to monitor the performance of the Municipal Manager, and for the community to monitor the performance of the municipality.

The SDBIP serves as a critical tool to focus both the administration and council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators. The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. As a result, the SDBIP determines and is consistent with the Performance Agreements between the Mayor and the Municipal Manager and the Municipal Manager and Senior Managers determined at the start of every financial year approved by the Mayor.

The Municipal Manager is responsible for the preparation of the SDBIP, which must be legally submitted to the Mayor for approval once the budget has been approved by the Council (around end-May or early-June). However, the Municipal Manager should start the process to prepare the top-layer of the SDBIP no later than the tabling of the budget (around March or earlier) and preferably submit a draft SDBIP to the Mayor by 1 May (for initial approval).

Once the budget is approved by the Council, the municipal manager should merely revise the approved draft SDBIP, and submit for final approval within 14 days after the approval of the budget. The Mayor should therefore approve the final SDBIP and Performance Agreements simultaneously, and then make the SDBIP and performance agreement of the municipal manager public within 14 days, preferably before 1 July. Note that it is only the top layer (of high-level) detail of the SDBIP that is required to be made public.

It is the output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. Note that such in-year monitoring is meant to be a light form of monitoring. The council should reserve its oversight role over performance at the end of the financial year, when the mayor tables the annual report of the municipality. The in-year monitoring is designed to pick up major problems only, and aimed at

ensuring that the Mayor and Municipal Manager are taking corrective steps when any unanticipated problems arise.

9.4.4 WAY TO ADDRESS UNSATISFACTORY PERFORMANCE

Section 29 of the 2006 Regulations stipulates that all section 57 managers must have in place the personal development plans (PDP), as part of the performance agreements, for addressing development gaps. It is planned that in 2010/11, the PDPs would be established for each directorate.

9.5 PERFORMANCE AND FINANCIAL AUDIT COMMITTEE

9.5.1 AUDIT COMMITTEE APPOINTMENT

The municipality has a joint audit committee; which is a committee that performs both the performance and financial audit. The committee consisted of four members; whose contracts expired end of September 2009.

The municipality planned to appoint three new members. Two members have been appointed; a third member to be appointed in a near future.

AUDIT COMMITTEE MEETINGS IN 2008/09

The audit committee met six times in the 2008/2009 financial year. Proposed dates for forthcoming meetings are as follows: 16 April 2010, 21 July 2010, and 17 September 2010. There are special audit committee meetings to be scheduled as the need arises.

The new committee members will have to accept and have signed the following documents:

- Declaration of interest: to be signed annually and verbally declared at the beginning of each meeting in order to continuously certify audit committee members independence.
- Audit committee charter: to be reviewed annually or as the need arises.
- Performance evaluation form: Evaluations to be conducted every six months

SHARED AUDIT COMMITTEE

As guided by Section 14(2)(h) of the Municipal Planning and Performance Management Regulations of 2001, the district audit committee is utilised by Amajuba DM's low capacity local municipalities, that is, Dannhauser and Emadlangeni municipalities.

9.5.2 INTERNAL AUDITING AND RISK MANAGEMENT

Internal auditing is outsourced. The internal auditors prepare internal audit reports on a quarterly

basis and bi-yearly basis in terms of performance management. The municipality has developed a Municipal Enterprise-Wide Risk Management Framework from which the internal auditors have based the internal audit plan for 2009/10 financial year.

9.6 PERFORMANCE AND FINANCIAL AUDIT COMMITTEE CHARTER

9.6.1 AUDIT COMMITTEE CHARTER PURPOSE

To assist the Council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the Municipality's process or monitoring compliance with laws and regulations and the code of conduct.

9.6.2 AUTHORITY

The audit committee has authority to conduct or authorize investigations into any matters within its scope of responsibility. It is empowered to:

- Investigate any activity within its terms of reference or require any employee of the company to attend meetings of the committee, or part thereof.
- Appoint, compensate, and oversee the work of any registered public accounting firm employed by the organisation.
- Resolve any disagreements between management and the auditor regarding financial reporting.
- Pre-approve all auditing and non-audit services.
- Retain independent counsel, accountants, or others to advise the committee or assist in the conduct of an investigation.
- Seek any information it requires from employees—all of whom are directed to cooperate with the committee's requests—or external parties.
- Meet with company officers, external auditors, or outside counsel, as necessary.
- Access by the chairperson, at the own request of the committee, to discuss any matter with the Municipal Manager, Mayor, Executive Committee of Council or Council itself.

9.6.3 MEETINGS

The committee meets at least four times a year, with authority to convene additional meetings, as circumstances require. All committee members are expected to attend each meeting, in person or via tele- or video-conference. The committee may invite members of management, auditors or others to attend meetings and provide pertinent information, as necessary. It also holds private meetings with the auditors as well as executive sessions. Meeting agendas are prepared and provided in advance to members, along with appropriate briefing materials.

9.6.4 RESPONSIBILITIES

The committee will carry out the following responsibilities:

(i) FINANCIAL STATEMENTS

- Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and recent professional and regulatory pronouncements, and understand their impact on the financial statements.
- Review with management and the external auditors the results of the audit, including any difficulties encountered.
- Review the annual financial statements, and consider whether they are complete, consistent with information known to committee members, and reflect appropriate accounting principles.
- Review other sections of the annual report and related regulatory filings before release and consider the accuracy and completeness of the information.
- Review with management and the external auditors all matters required to be communicated to the committee under generally accepted auditing Standards.
- Understand how management develops interim financial information, and the nature and extent of internal and external auditor involvement.
- Review interim financial reports with management and the external auditors before filing with regulators, and consider whether they are complete and consistent with the information known to committee members.
- Consider any problems identified in the going concern statement or the statement on the effectiveness of internal controls.
- Review any legal matter that could have a significant impact on the financial statements.

(ii) INTERNAL CONTROL

- Consider the effectiveness of the Municipality's internal control system, including information technology security and internal financial control.
- Understand the scope of internal and external auditors' review of internal control over financial reporting, and obtain reports on significant findings and recommendations, together with management's responses.

(iii) INTERNAL AUDIT

- Review with management and the chief audit executive the charter, plans, activities, staffing, and organizational structure of the internal audit function.
- Ensure there are no unjustified restrictions or limitations, and review and concur in the appointment, replacement, or dismissal of the chief audit executive.
- Review the effectiveness of the internal audit function, including compliance with The Institute of Internal Auditors' Standards for the Professional Practice of Internal Auditing.
- Assess the adequacy of available internal audit resources, including the qualifications of internal audit employees.
- Review significant matters reported by the internal audit function and the

adequacy of corrective action taken in response to significant internal audit findings.

- Review significant differences of opinion, if any, between management and the internal audit function.
- Review significant difficulties in the completion of the audit plan, including any restrictions on the scope of work or access to required information.
- Review the co-ordination between the internal audit function and external auditors and deal with any issues of material or significant dispute or concern.
- On a regular basis, meet separately with the chief audit executive to discuss any matters that the committee or internal audit believes should be discussed privately.

(iv) EXTERNAL AUDIT

- Review the external auditors' proposed audit scope and approach, including coordination of audit effort with internal audit.
- On a regular basis, meet separately with the external auditors to discuss any matters that the committee or auditors believe should be discussed privately.
- Identify key matters arising from all reports submitted by the external auditors and satisfy itself that these are being properly followed up.
- Review significant difficulties in the completion of the audit, including any restrictions on the scope of work or access to required information.
- Obtain assurance from the external auditors that adequate records are being maintained.

(v) RISK MANAGEMENT

- Review the processes and procedures for enterprise risk identification, analysis and quantification.
- Review the processes implemented to monitor the ongoing management of enterprise risks.
- Review reports from Internal Audit on the effectiveness of the processes and procedures of enterprise risk management.

(vi) PERFORMANCE MANAGEMENT

- Review the alignment of the organizational structure of the Municipality with its IDP.
- Review the processes and procedures employed for Performance Management, including the organization of the municipality's objectives and strategies to address the national KPAs, community consultation, the setting of measures KPIs and targets, measurement, reporting and monitoring.
- Obtain satisfactory assurance that systems for storing relevant information and data are in place.

(vii) COMPLIANCE

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of non-compliance.

- Review the findings of any examinations by regulatory agencies, and any auditor observations.
- Review the process for communicating the code of conduct to company personnel, and for monitoring compliance therewith.
- Obtain regular updates from management and company legal counsel regarding compliance matters.

(viii) ORGANISATIONAL INTEGRITY/ETHICS

- Review any statements on ethical standards or requirements for the company and the procedures or review system implemented to promote and enforce compliance;
- Review significant cases of employee conflicts of interest, misconduct or fraud, or any other unethical activity by employees or the company;
- Where requested, make recommendations on any material potential conflict of interest or questionable situations.

(ix) REPORTING RESPONSIBILITIES

- Regularly report to the Council about committee activities, issues, and related recommendations.
- Provide an open avenue of communication between internal audit, the external auditors, and the Council.
- Report annually to the Council, describing the committee's composition, responsibilities and how they were discharged, and any other information required by rule, including approval of non-audit services.
- Review any other reports the company issues that relate to committee responsibilities.

(x) OTHER RESPONSIBILITIES

- Perform other activities related to this charter as requested by the Council.
- Institute and oversee special investigations as needed.
- Review and assess the adequacy of the committee charter annually, requesting Council's approval for proposed changes, and ensure appropriate disclosure as may be required by law or regulation.
- Confirm annually that all responsibilities outlined in this charter have been carried out.
- Evaluate the committee's and individual members' performance on a regular basis.
- Evaluate and review the Municipality's whistleblower process and conduct or authorise investigations.

9.7 ANNUAL REPORT

The Municipal Finance Management Act requires all municipalities to compile an annual report, which must amongst others include a municipality's performance report compiled in terms of section 46 of the MSA. The annual report timeline and process plan as guided by the relevant legislations are as stated in the tables below.

TABLE 119: ANNUAL REPORT PROCESS PLAN

MONTH	ACTIVITIES	
July	4th Quarterly Report (Previous Year)	
August	APR & AFS to AG	
September		
October	1st Quarterly Report	
November	AG Audit Report	
December		
January	Mayor AR to Council	2nd Quarterly Report
February		
March		Oversight Report
April	Publicize AR Submit AR to Provincial Legislature	3rd Quarterly Report
May		
June		

9.7.1 2007/8 ANNUAL REPORT

As required by Section 46 of the MSA in conjunction with Chapter 12 of the MFMA, the annual municipal performance report (AMPR) was submitted together with the annual financial statement (AFS) to Auditor General. The Annual Report in the process of being approved by Council.

Once approved by Council on 23 March 2009¹³, the following will be undertaken:

- Advertising the document for public comments for 21 days;
- The draft oversight report will then be prepared taking into account the anticipated public comments;
- Resubmission of document to Council for approval without reservations.

9.7.2 2008/9 ANNUAL REPORT

The 2008/9 draft annual report was tabled by the Mayor to Council on 28 January 2010. The report is being publicised for community comments. Due date of comments is the 05th of March 2010. Both the oversight report with community comments and the final annual report incorporating the said comments will then be approved by Council on its special Council meeting to be held late March.

9.7.3 2009/10 ANNUAL REPORT

The plan is to adhere to the legislated timeframe.

¹³ EXCO have not sat since October 2008 making approval of documents difficult.

9.8 CUSTOMER SATISFACTION SURVEY

A critical element of performance management systems is the survey of perceptions of customers (the community) serviced by the municipality.

Chapter 6, section 42 of the MSA 2000 stipulates that “a municipality must in terms of Chapter 4 of the said act, involve the local community in the development; implementation and review of the municipality’s performance management system and, in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality”. Chapter 4, Section 16 (1) of the said act highlights the significance of developing a culture of community participation in the municipal affairs.

Some of the benefits of the survey are as follows:

- *It would assist the municipality in determining the level of community satisfaction with services delivered by the District Municipality.*
- *It would assist the municipality to identify or confirm gaps in service delivery.*
- *It is also one of the tools that assist decision making in relation to forward planning.*

The questionnaire of the survey is divided into 7 sections as follows:

- Section A: Looks at the situation of the household. This section will give us information in terms of poverty levels in the district
- Section B: Focuses on the services and programmes provided by Amajuba DM either on its own or in partnership with other role players
- Section C: Illustrates the perception of households on their interaction with government departments which in their own right provide services or programmes to communities
- Section D: Illustrates how households perceive the departments of Amajuba DM
- Section E: Provides households’ perceptions about the 3 local municipalities in our district as well as about the district entity which is a WSA
- Section F: Deals with issues of involvement of households in public participation meetings and whether information communicated via different media does reach them
- Section G: Allows interviewee to give general comments

The municipality intends to conduct this kind of survey on an annual basis.

9.8.1 2009/10 Customer Satisfaction Survey (CSS)

The 2009/10 CSS is being conducted. Community members have an opportunity to complete questionnaires themselves and drop completed copies in the box provided at the Amajuba DM foyer. Survey will also be conducted ward by ward in March/April 2010. Study is to continue until end July 2010.

9.9 STAFF SURVEY

Section 46 of the Municipal Systems Act (32 of 2000) requires the municipality to prepare an Annual Municipal Performance Report. In terms of this act, and subsequent official guidelines in this regards, the municipality needs to indicate the percentage increase in internal officials' satisfaction with municipal good governance.

The overall objective of this study is to gauge and measure the perceptions, levels of satisfaction and expectations of municipal staff in regards to their overall attitude towards the municipality thereby gaining an overview of perceptions at every level of service delivery. This will enable the municipality to:

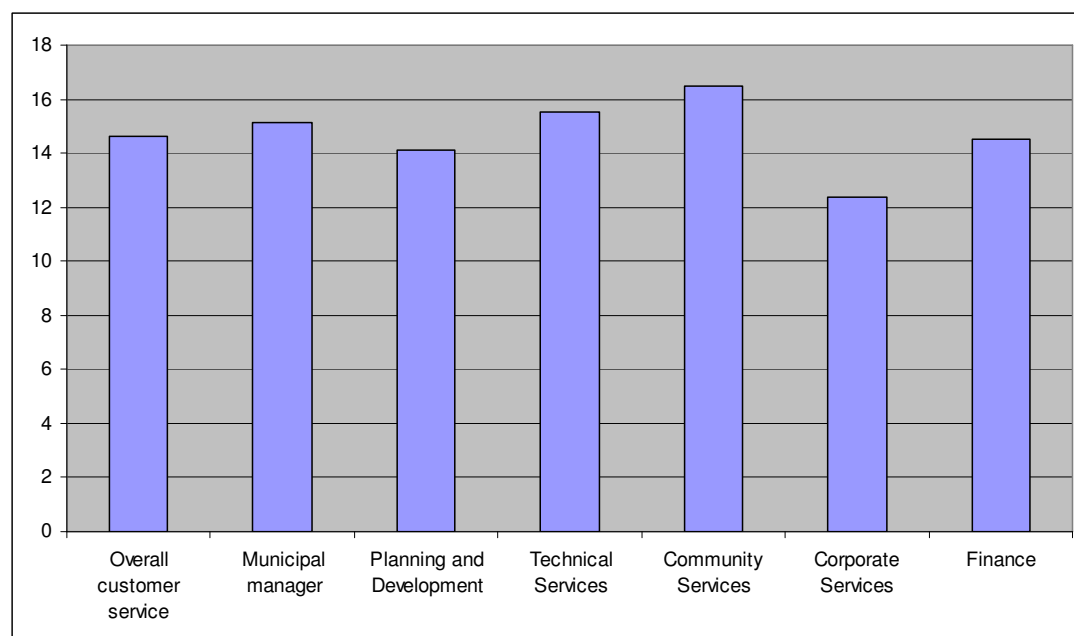
- Identify areas of success;
- Identify areas where there are still challenges to be met;
- Determine a model of best practice; and
- Identify gaps in terms of expectations and perceptions of service delivery.

Apart from the legislative requirements to analyses staff perceptions in terms of service delivery, it is recommended that this study be continued annually which allows for year-on-year comparisons and for the municipality to benchmark the successes of interventions to address identified issues.

9.9.1 2008 STAFF SURVEY

The first staff survey was conducted in 2008.

Figure 22: 2008 Staff Survey Results



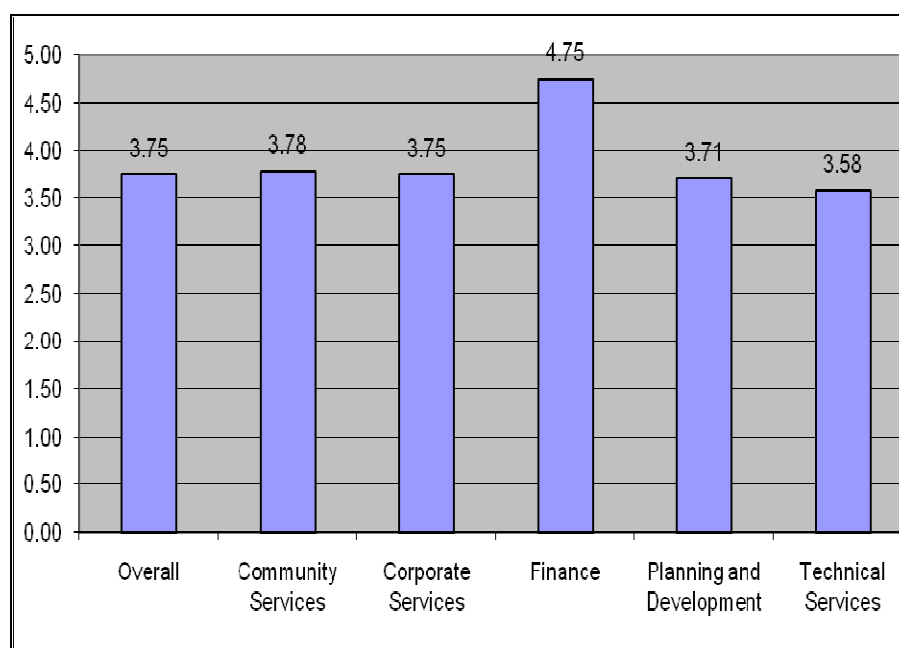
This graph above indicates per department whether the perception of customer service is positive or negative. Any value above 12 has a positive outlook to the levels of customer service that the Amajuba DM provides.

The Community and Technical Services departments have the highest positive outlook in this regards.

It must be noted that respondents were required to include their names on the questionnaires which may have resulted in the high levels of “neutral” responses indicated per question. It was thus recommended that in future years, this be modified to ensure anonymity and thereby encouraging more honest responses.

9.9.2 2009 STAFF SURVEY

Figure 23: 2009 Staff Survey Results



This graph above indicates per department whether the perception of customer service is positive or negative. All departments responded positively in this regards indicating a perception of positive customer service per department. As recommended in 2008, respondents remained anonymous thereby encouraging more honest responses.

9.10 SUMMARY OF ROLES AND RESPONSIBILITIES OF KEY ROLE-PLAYERS IN THE FUNCTIONING OF THE PMS

The table below briefly states the timeframe and key role-players in the functioning of the performance management system.

TABLE 120: ACTIONS OF KEY ROLEPLAYERS

MONTH	ACTION	KEY ROLEPLAYERS
	PMS	
JULY	<ul style="list-style-type: none"> Signing of new performance agreements (PAs) for Section 57 Managers and submission to EXCO (Section 69 of the MFMA and Section 57 of the MSA). Prepare Departmental Business Plans Approve Service Delivery and Budget Implementation Plan Final S57 Managers' Performance Assessments Prepare Annual Performance Report (APR) 	<ul style="list-style-type: none"> Section 57 Managers – to approve performance agreements Mayor – to approve performance agreements Evaluation Panel Council – to adopt SDBIP and Pas Local community – to comment on the SDBIP Management Committee – to compile the APR as part of the Annual Financial Statements to be submitted to Auditor General by 30 August
AUGUST	<ul style="list-style-type: none"> Quarterly Audit Committee meeting MFMA Sect 166 & MPPR Reg. 14(3)(a) Quarterly internal audit report on performance information 	<ul style="list-style-type: none"> Performance and financial audit committee Internal auditors – to prepare an internal audit report on performance information
SEPT	<ul style="list-style-type: none"> Auditor General audit of performance measures 	<ul style="list-style-type: none"> Auditor General – to audit performance measures
OCTOBER	<ul style="list-style-type: none"> Appointment of Internal Auditors (MFMA Sect 55(2)) Appointment of the Audit Committee (MPPR Reg. 14) Sect 57 Managers' quarterly assessments 	<ul style="list-style-type: none"> Executive Committee – to appoint the PFAC Accounting Officer – to appoint the internal auditors Mayor and the Municipal Manager – to conduct informal performance assessments
NOVEMBER	<ul style="list-style-type: none"> Quarterly Assessment Service Delivery and Budget Implementation Plan Quarterly Audit Committee meeting MFMA Sect 166 & MPPR Reg. 14(3)(a) 	<ul style="list-style-type: none"> Performance and financial audit committee – to meet and discuss performance matters and other matters Council – to adopt the SDBIP
DECEMBER	<ul style="list-style-type: none"> Compile annual report (MFMA Sect 121) 	<ul style="list-style-type: none"> All management – to compile an annual report
JANUARY	<ul style="list-style-type: none"> Annual Customer Satisfaction survey Mayor tables annual report (MFMA Sect 127(2)) Make public annual report and invite community inputs into report (MFMA Sect 127 & MSA Sect 21a) 	<ul style="list-style-type: none"> Local community Mayor and Council – to adopt the draft AR Local community – to comment of the AR

MONTH	ACTION	KEY ROLEPLAYERS
	PMS	
FEBRUARY	<ul style="list-style-type: none"> Sect 57 Managers' quarterly assessments Quarterly Assessment Service Delivery and Budget Implementation Plan Quarterly Audit Committee meeting MFMA Sect 166 & MPPR Reg. 14(3)(a) Submit annual report to AG, Provincial & COGTA (MFMA Sect 127) 	<ul style="list-style-type: none"> Evaluation Panel – to conduct the mid-year performance assessments Performance and financial audit committee Council – to adopt the SDBIP AG and COGTA
MARCH	<ul style="list-style-type: none"> Council to consider and adopt an oversight report [Due by 31 March MFMA Sec 129(1)] Set performance objectives for revenue for each budget vote (MFMA Sect 17) 	<ul style="list-style-type: none"> Council – to approve the oversight report and final annual report
APRIL	<ul style="list-style-type: none"> Refinement of Municipal Strategies, Objectives, KPA's, KPI's and targets and inclusion into IDP Review report. S57 Managers' Quarterly Performance Assessments Publicise Annual Report [Due mid- April MFMA Sec 129(3)] Submit Annual Report to Provincial Legislature/MEC Local Government [Due mid-April MFMA Sec 132(2)] 	<ul style="list-style-type: none"> Council – to discuss municipal strategies and objectives Management Committee - to discuss municipal strategies and objectives
MAY	<ul style="list-style-type: none"> Performance and financial audit committee Council – to adopt the SDBIP Quarterly Audit Committee meeting (for third quarter) MFMA Sect 166 & MPPR Reg. 14(3)(a) Annual review of organisational KPIs (MPPR Reg 11) Review annual organisational performance targets (MPPR Reg 11) 	<ul style="list-style-type: none"> Performance and financial audit committee Council – to adopt the SDBIP
JUNE	<ul style="list-style-type: none"> Community input into organisation KPIs and targets Budget for expenses of audit committee 	<ul style="list-style-type: none"> Local Community Performance and Financial Audit Committee

9.11 IMPLEMENTATION OF BATHO PELE

In 2008/09 Amajuba District Municipality embarked on implementing the eleven KZN Batho Pele principles in order to ensure effective, efficient and economic service delivery.

Batho Pele principles are as follows:

- **CONSULTATION:** Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered. In terms of consultation, Amajuba DM conducts Public Participation roadshows on an annual basis.
- **SETTING SERVICE STANDARDS:** Citizens should be told what level and quality of public services they would receive so that they know what to expect. There exists an SDBIP, which illustrates municipality's objectives, outputs and targets to be achieved as per IDP.
- **INCREASING ACCESS:** All citizens should have equal access to the services to which they are entitled. There exists the KwaMdakane Thusong Service Centre where services are integrated in one centre.
- **ENSURING COURTESY AND ETHICS:** Citizens should be treated with courtesy and consideration.
- **PROVIDING INFORMATION:** Citizens should be given full, accurate information about the public services they are entitled to receive.
- **OPENNESS AND TRANSPARENCY:** Citizens should be told how national and provincial departments are run, how much they cost and who is in charge.
- **REDRESS/DEALING WITH COMPLAINTS:** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.
- **BEST VALUE FOR MONEY:** Public services should be provided economically and efficiently in order to give citizens the best possible value for money.
- **ENCOURAGING INNOVATION AND REWARDING EXCELLENCE:** National and Provincial departments must ensure that an environment conducive to the delivery of services is created to enhance their staff's capacity to deliver good services.'
- **LEADERSHIP AND STRATEGIC DIRECTION:** Good leadership is one of the most critical ingredients for successful organisations. Those who do well in serving their customers usually have leaders who lead by example, who set the vision and ensure that the strategy for achieving the vision and mission is owned by all and properly deployed throughout the organisation.
- **SERVICE DELIVERY IMPACT:** This principle calls for a holistic approach to the implementation of Batho Pele. It is all about demonstrating to what extent through the sum total of all their Batho Pele initiatives organisations are achieving the aims of Batho Pele.

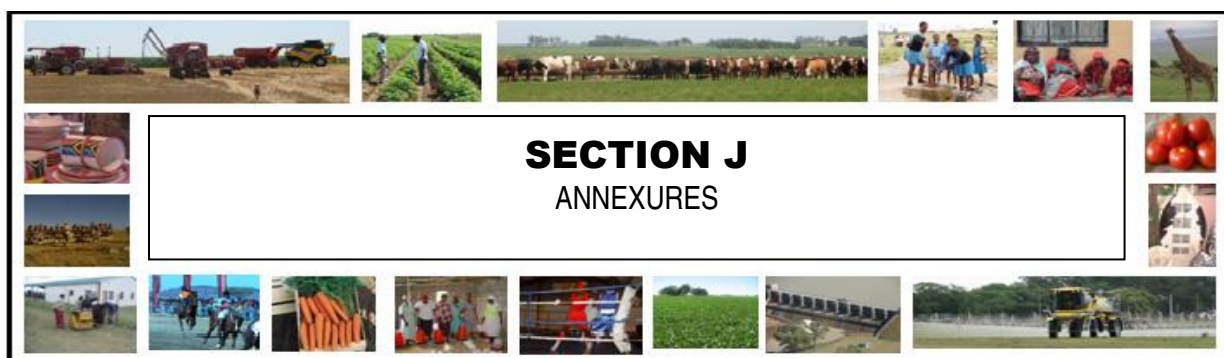
9.11.1 SERVICE DELIVERY AND BUDGET IMPROVEMENT PLAN (SDIP) 2009/10

The municipality prepared the 2009/10 Service Delivery Improvement Plan (SDIP) as a mechanism for assuring the

implementation of the Batho Pele principles.

9.11.2 SERVICE DELIVERY AND BUDGET IMPROVEMENT PLAN (SDIP) 2010/11

The 2010/11 SDIP will be incorporated to the Balanced Scorecards of each directorate. It will be assessed simultaneously with the scorecard assess.



10.0 SECTOR PLANS

10.1 CURRENT STATUS OF SECTOR PLANS

The following Sector Plans have been prepared by the ADM since 2001 and are aligned to the IDP. They are attached in **Part 2** of the IDP in **Sections K.10.1** onwards with this section providing a brief summary of each plan

TABLE 121: CURRENT STATUS OF IDP SECTOR PLANS

SECTOR PLAN	STATUS	COMMENTS
Integrated Environmental Programme	Complete	
Environmental Management Plan	Complete	
Environmental Management Plan Review	Currently being prepared	
Integrated Waste Management Plan	Complete	
Integrated Waste Management Plan Review	Currently being prepared	
Cemetery Plan	Complete	
Public Transport Plan	Complete	
HIV/ Aids Plan	Complete	
Water Service Development Plan	Complete	
Tourism Development Plan	Complete	
Tourism Route Development Plan	Complete	
Tourism Signage Development Plan	Complete	
Battlefields Development Plan	Complete	
LED Plan	Complete	
Manufacturing Sector Plan	Complete	
Agricultural Development Plan	Complete	
Irrigation Plan	Currently being prepared	
Electricity Supply Development Plan	Complete	
Disaster Management Plan	Complete	
Performance Management System	Review Complete	
Municipal Infrastructure Investment Plan	Complete	
Backlog Study	Complete	
Sports Facilities Sector Plan	Complete	
Area Based Plan	Complete	
Mountainous Areas Nodal Study- Phase 1	Complete	
Mountainous Areas Nodal Study- Phase 2	Currently being prepared	

The IDP incorporates and aligns itself to the Sector Plans in the following ways:

- The *Status Quo* section incorporates information from the Sector Plans;
- The Projects section includes all projects identified in the Sector Plans; and
- The Sector Plans and their contents are summarised in the Strategies section of the IDP.

10.2 DESCRIPTIONS OF SECTOR PLANS

10.2.1 LOCAL ECONOMIC DEVELOPMENT

10.2.1.1 INTRODUCTION

In terms of the DPLG's Policy Guidelines for Implementing LED in South Africa (2005, p10), the vision for LED is to create:

“robust and inclusive local economies that exploit local opportunities, address local opportunities, address local needs and contribute to national development objectives such as economic growth and poverty alleviation”.

The DPLG report (2005, p13) goes further to indicate what LED is not. They indicate that LED is not about municipalities or other public bodies financing small local projects from the public purse. Nor is it about Mayors, Councillors or Municipal Officials trying to run and manage these or even larger projects. They indicate that all too frequently these have been initiated without real business plans or any serious notion of sustainability, and they only last and provide temporary employment for as long as the public grant which created them lasts.

10.2.1.2 LOCAL ECONOMIC DEVELOPMENT SECTOR PLANS

The Amajuba District Municipality has prepared the following LED reports to guide and inform LED within its area of jurisdiction, namely:

- Amajuba LED Plan;
- Amajuba Tourism Plan, including:
 - Tourism Signage Plan, and
 - Battlefields Development Plan.
- Agricultural Development Plan; and
- The Manufacturing Development Plan.

(i) LED SECTOR PLAN

The objective of the LED plan was to provide a framework for the integration and coordination of activities and decisions made by development agencies in the DM. As part of the plan was a comprehensive assessment of the Economic *Status Quo* of the DM. The LED plan identified the three potential growth sectors in the DM as Agriculture, Commerce and Industry, and Tourism.

One of the key outcomes of the LED Plan involved the creation of new institutional structures required to facilitate LED. These structures include, amongst others, the following:

- Amajuba Forum for Local Economic Development (AFLED);
- Amajuba Agricultural Committee (sub-committee);
- Amajuba Tourism Committee (sub-committee); and
- Amajuba Commerce and Industry (sub-committee).

These structures typically meet on a monthly basis and provide key inputs into the LED Sector Plans. The Sector Plan proposes the creation of a LED Help Desk to provide the following services. These services are now rendered by Amajuba Small Enterprise Development Agency (SEDA):

- Business Support to entrepreneurs;
- Capacitation of emerging contractors with regards to responding to tender documents, VAT advice, financial advice, etc;
- Access to information on government programmes and initiatives;
- Information workshops.

The Sector Plan also identified the need for the establishment of a Local Economic Development Agency which has been termed the Amajuba Regional Development Agency (ARDA). The main objectives of ARDA are as follows:

- Strengthening the partnership between the public and private sectors;
- Creating an enabling economic environment;
- Ensuring sustainable economic growth;
- Increasing access to the previously disadvantaged; and
- Promoting cooperation and establishing linkages with relevant economic institutions/ organisations.

A comprehensive description of this agency as well as its composition can be viewed in the Sector Plan. The Development Agency Concept is currently being investigated by the ADM and will be completed by the end of May 2007.

(ii) **TOURISM PLAN**

The Tourism Plan was prepared so as to put the district on a competitive edge in terms of its tourism attractions. At a provincial level, the uMzinyathi and Amajuba DM's have been branded as the "*Battlefields*". The ADM has subsequently embarked upon the following tourism-specific sector plans emanating from the Tourism Plan:

- The Tourism Signage Development Plan;
- The Amajuba Tourism Route; and
- The Battlefields Development Plan.

Tourism Route

The aim of this sector plan was to cluster tourism products in order to market them collectively. The project involved the three LM's in the ADM as well as key tourism role players and SMME's. The Routes have currently been published in local newspapers and in the DM's newsletter. The DM is planning to host the tourism routes on the internet once the signage upgrading, which is highlighted below, is complete.

Tourism Signage

Tourism signage has been a major challenge that the DM has been faced with. The need was therefore identified to prepare a plan aimed at identify gaps in tourism signage and areas for upgrading so as to facilitate the free movement of tourists around the DM. As a result, a Tourism Signage Plan was prepared which is linked to the Amajuba Tourism Route project which is outlined above. The objectives of the study were as follows:

- Analyse the status of existing Tourism Signage; and
- Develop a Business Plan to guide the development of all Tourism Signage in the DM.

The DM is currently in the process of implementing the plan.

Battlefields Development Plan

Since DM is branded as the "*Battlefields*", it has been the intention of the DM to offer tourists a complete battlefields package. Key to this has been the need to upgrade existing battlefield sites in order for them to be in an acceptable state for visits from tourists. This project has been linked to a Study Tour undertaken by the ADM's EXCO where key battlefields in Europe were visited.

The objectives of the project are summarised below:

- The analysis of the existing status of all the Battlefields in the ADM;
- The conservation of sites of conflict within the ADM;
- The provision of sustainable business opportunities for local communities;
- The development of facilities at the local Battlefields to attract more tourists;
- Develop a Business Plan to guide the development of all the Battlefields in the DM.

Key stakeholders and land owners have been involved in the project. Battlefields involved in the project include:

- Majuba Battlefield;
- Schuinshoogte Battlefield;
- Laingsnek Battlefield;
- O' Neil's Cottage;

- Mount Prospect Military Cemetery;
- Newcastle Military Cemetery;
- Fort Amiel and Fort Amiel Military Cemetery;
- Newcastle Armoury; and
- Botha's Pass.

(iii) **THE AGRICULTURAL PLAN**

The ADM completed its agricultural development plan during the last financial year. The sector plan develops an implementation plan which includes a Vision, Mission and Objectives for agriculture.

The vision of the ADM is to develop the ADM area and its people to full potential. One of the development areas is agriculture and the vision for this is to develop and agricultural development plan.

The Mission of the ADM Agricultural Development Plan is to guide all LM's in the DM area and other stakeholders, on the development of the agricultural sector, ensuring well planned and successful enterprises that will not have a negative impact on the natural environment and other land users (industries, residential, mining), in order to provide long term economic upliftment, especially for the previously disadvantaged groups and economic sustainability for all the existing agricultural related enterprises.

The plan also develops a number of objectives to address the problems and challenges within Amajuba Agriculture with reference to:

- Agricultural development strategies,
- Identification of viable agricultural enterprises in terms of available bio-resources;
- Project identification of potentially viable projects;
- Simplified economic feasibility analysis of selected potential enterprises;
- Identification of the beneficiaries, funders, stakeholders, etc.
- 10 year development programme; and
- Capital and cash-flow requirements.

Amongst others, the plan covers the following:

- Potential dry land projects;
- Potential irrigation projects;
- Hydroponics;
- Potential stock farming projects;
- Game farming potentials;
- Potential intensive farming such as piggeries, poultry, dairy, and feedlots;
- Various agricultural- related resources of the DM;
- Livestock profiles;
- Water availability, sources and balance, major rivers and existing dams, climate, ground water resources, direct river abstraction availability, bio-resource units, rainfall, temperature, climate

capability classification, soils and veld classification of available land;

- Agriculturally-related physical infrastructural capabilities including road, rail and electricity;
- Marketing and finance opportunities;
- Crops, aforestation and pasturing; and
- Environmental issues affecting agriculture.

New crops identified by the plan for planting within the District, subject to further detailed land capability studies, include:

- Potatoes;
- Peanuts;
- Dry beans;
- Walnuts
- Pecan nuts
- Grapes;
- Cherries;
- Plums and prunes;
- Lemons;
- Olives;
- Chillies; and
- Herbs including thyme, taro, sage, and chickory.

(iv) **MANUFACTURING PLAN**

The purpose of the plan was to formulate an integrated and holistic manufacturing plan to revive the steadily dwindling state of the manufacturing sector in the district. The key objectives were to:

- Inform and guide the District to facilitate development of the manufacturing sector;
- Unlock the latent economic development potential of the sector through the identification of opportunities and gaps;
- Direct public sector investment and expenditure;
- Encourage and retain private sector investment.
- Create economic development and sustainable job opportunities for the local communities through the expansion of the existing industries and
- Ensure the involvement and participation of all the key role players in the development of the manufacturing sector in the district.

The specific issues dealt within the plan were:

- Manufacturing Trend Analysis (trend analysis, policy aspect analysis, labour market analysis, data and trends analysis);
- Sector Profiling;
- Strategic Framework (formulation of vision and strategic thrust, Identification and description of opportunities, and Impact analysis);
- Development Framework (Identification of programmes and projects for intervention, packaging of projects) and
- Implementation Plan (scheduling of prioritised interventions, identification of resources and mobilisation.

To achieve the opportunities inherent in the ADM, five strategic thrust were identified to revive the

manufacturing sector of Amajuba, namely:

- Sector development;
- Removal of manufacturing development barriers;
- Creation of conducive business environment;
- SMME and Entrepreneurship development, and
- Human resource development.

10.2.2 ENVIRONMENTAL MANAGEMENT PLAN

The Environmental Management Plan (EMP) was prepared by the Amajuba DM in 2003 and has been prepared in terms of the requirements of the Municipal Systems Act (2000). In effect, the EMP addresses schedules, resources and responsibilities for achieving Council's environmental objectives and targets. The plan provides the following:

- A statement on the environment;
- An identification of key areas for intervention; and
- Policies and strategies linked to a spatial plan.

The main objects of this plan are as follows:

- To provide Council with an environmental inventory which provides a basis for establishing an interlinked system of conservation reserves, good agricultural land and public spaces, and which will assist Council in the process of development management;
- To minimize harmful development tendencies which may affect the environment;
- To recommend environmental principles which will assist in the maintenance and improvement of the present urban environment; and
- To designate boundary limitations of conservation areas within the municipality so as to enhance species survival in the long term.

This plan has been integrated into the District's Spatial Development Framework (SDF) and the projects identified have been incorporated into the project tables. A problem with the projects identified is that they require large capital outlays and with limited municipal budgets and other competing priorities, it may take some time before these are addressed.

10.2.3 INTEGRATED WASTE MANAGEMENT PLAN

The District undertook the preparation of an Integrated Waste Management Plan during the 2002/3 financial year. A *status quo* document was prepared which investigated the existing waste disposal and management practices in the three LM's as well as their potential life spans. This document investigated the potential for waste minimisation and recycling as well as the potential alternatives to the current treatment and disposal regimes. A guideline document was also prepared for municipal official as part of this process.

The plan explored the feasibility of providing a regional waste disposal site, but due to the distances between urban centres in the DM, the plan recommended that regional management of waste was not advisable and that each LM should continue with its own sites.

10.2.4 CEMETERY PLAN

During the 2002/3 to 2004/5 financial years, the ADM prepared a cemetery plan which covered the three LM's. The plan covered five key issues/ guidelines on the establishment of cemeteries, namely:

- The identification and selection of cemetery sites;
- The design and layout of cemeteries;
- Community participation;
- Legal aspects; and
- Administrative considerations.

The cemetery plan, through community consultation and thorough analysis of geological elements, identified key 'windows of opportunity' where cemeteries could be located. The cemetery plan preparation process then, however, broke down as a number of the Amakosi in the DM felt that they had not made significant inputs and identified potential 'windows of opportunity' in their areas. Further consultation was then undertaken and additional sites identified.

Funds were then allocated as part of the 2004/5 budget for the development of a cemetery but due to the additional sites being identified, the terms of reference for the consultants had to be adjusted. Currently the DM is undertaking a process of 'negative mapping' whereby geologically unsuitable sites are being eliminated and the remaining sites re-prioritised. Once this process is completed, the top priority site will be developed.

Apart from the implementation of the Cemetery Plan, a future focus identified for this plan will be to investigate the current status of unlicensed cemeteries in the ADM.

10.2.5 PUBLIC TRANSPORT PLAN

The District has completed its CPTR and is currently involved with the preparation of the PTP. The objective of the CPTR is to provide a record of public transport services, routes, facilities and infrastructure, which will form the basis for the development of the PTP and the Integrated Transport Plan (ITP) for the ADM. The CPTR and the subsequent future updates of the CPTR will also be used for performance monitoring of the public transport services provided with the ADM, as well as to provide the ADM with a management and decision making tool.

This report has been utilised to update and cross-check the corridors identified in the Amajuba SDF.

10.2.6 HIV/ AIDS POLICY

A policy document has been developed to guide all of Council's activities on HIV/ Aids matters. One of the outcomes of the policy has been the establishment of an HIV/ Aids Council for the District.

10.2.7 DISASTER MANAGEMENT PLAN

The ADM undertook both a Disaster Management Risk Assessment and Risk Analysis during the past financial year. These studies identified where risks for disasters are prevalent, their type and their potential magnitude.

The ADM also undertook a DM Section 78 Assessment to assess the capacity of the DM to undertake provide Disaster Management and Fire services. The study concluded that the Newcastle LM's Protection Services should fulfil this function on behalf of the DM.

The DM also appointed a Head of Disaster Management during this period in accordance with the Disaster Management Act.

10.2.8 WATER SERVICES DEVELOPMENT PLAN

The Amajuba DM is a Water Services Authority and in order to comply with the relevant legislative requirements, the Amajuba DM initiated the preparation of a WSDP in June 2002. The WSDP covered, amongst others, the following:

- The WSDP work process included an extensive assessment of all water sector aspects and was the input to the design of a viable and sustainable WSDP;
- The planning process considered several options including both technical and customer service level options;
- The WSDP addresses the delivery of basic services but proposes a solution which will increase efficiency and promote development (economy of scale and yard connections to all customers); and
- The information was collected in the prescribed format and collated in accordance with the WSDP guidelines.

The WSDP has been utilised to prioritise water provision projects and funding allocations throughout the DM and the budget has been aligned extensively with it.

It must be noted that the WSDP is currently under review during the 2005/6 financial year. This is the first major review of the WSDP.

10.2.9 BACKLOG STUDY

The last Census for the country was undertaken in 2001 by STATSSA with the next comprehensive Census scheduled for 2010. In the interim, municipalities are expected to utilise the dated 2001 figures or undertake their own assessments of backlogs. In response to this, the ADM initiated a Backlog Study with funding from Province during the 2005/6 financial year. The figures from this study have been integrated into the 2006/7 IDP Review document.

10.2.10 ELECTRICITY SUPPLY DEVELOPMENT PLAN

The purpose of the ESDP is to formulate a rational basis for extending grid and non-grid electricity service supply to the population of the Amajuba District Municipality within as short a time as possible, within the national as well as provincial electrification guidelines and budget available.

10.2.11 MUNICIPAL INFRASTRUCTURE PLAN

The Municipal Infrastructure Plan was formed in order to facilitate the development of the basic infrastructure necessary to support the various local economic development initiatives. MIP was also tasked with carrying out a number of feasibility studies across the spectrum of water, transport, electricity and basic resources and the revival of the coal mining sector.

The key projects and activities identified by MIP are summarised below:

(i) AGRICULTURE

The agricultural production opportunities include:

- A BBBEE initiative to grow winter and summer crops including soya beans, maize, wheat and barley. This initiative is being implemented under the auspices of the Independent Development Trust and is a regional initiative with the Zululand and uMzinyathi districts.
- A BBBEE initiative to grow tomatoes for drying.
- A BBBEE initiative to promote Urban Farming of high value crops on small plots of land including KENAF, herbs, peanuts, citrus and other appropriate crops.
- A BBBEE initiative to revive the dairy industry.
- A number of other local agricultural opportunities are also under investigation and close to finalisation of feasibility studies.

(ii) TRADE AND INDUSTRY

Agri-processing and value addition opportunities include:

- Providing soya beans to supply the bio-diesel plant that is being planned for Newcastle.

The bio-diesel plan is a Siyanda, Sasol and Central Energy Fund initiative.

- Drying tomatoes for export.
- Producing long-life milk for export to the Middle East.

Coal Mining

This initiative would exploit the synergy between the coal mining and the development of the Power Station through:

- Providing the coal supply to the Power Station (as the main market) through the mining of the existing coal reserves and the rehabilitation of the coal dumps in the district.
- Support the provision of coal for sale on the open market.
- Providing mining opportunities for cooperatives run by the local community.

Ngagane Power Station

The Eskom power station at Ngagane has been out of use for some years, but the feasibility of rehabilitating it has been confirmed. This would

- Provide Eskom with electricity for the national grid.
- Create the synergy with the coal mining and rehabilitation of coal dumps in the district.
- Create employment at a number of levels.

(iii) TOURISM

With its ideal geographic location and long history, the ADM is an ideal tourist destination. In this regards, a number of initiatives have been identified, including:

- The development of the Battlefields tourist route, the upgrading of facilities, improved signage and effective promotion.
- Promotional support for a number of local private initiatives, such as the Dunblane Golf Estate.
- Various other tourism promotion initiatives.

(iv) SERVICES

A key success factor in the implementation of the economic development initiatives is the provision of infrastructure to support these initiatives.

Water

All of the new economic development and service backlog eradication initiatives require water, from raw industrial through agriculture, to potable. Initiatives include:

- Construction of dams to augment water supply to the ADM to provided infrastructure, mining and commercial projects.
- Reticulation of potable water to communities in the Buffalo Catchment area.
- Implementation of irrigated agricultural projects along the Buffalo River.

Electricity

An Integrated Electricity Services Development Plan is constantly being updated with all service backlog and new economic development initiatives in order to ensure that electrical infrastructure will be in place to support the various initiatives.

Transport

A further requirement is effective transport infrastructure. In the ADM, this is being addressed from three perspectives, namely:

- Commercial/ Industrial transport to provide for the needs of agriculture, commerce and industry in terms of getting raw materials in and getting finished products out.
- Public transport requirements in order to ensure effective transport of people to and from work and their homes.
- Development corridor requirements in terms of participating in the development corridor from Gauteng to Richards Bay.

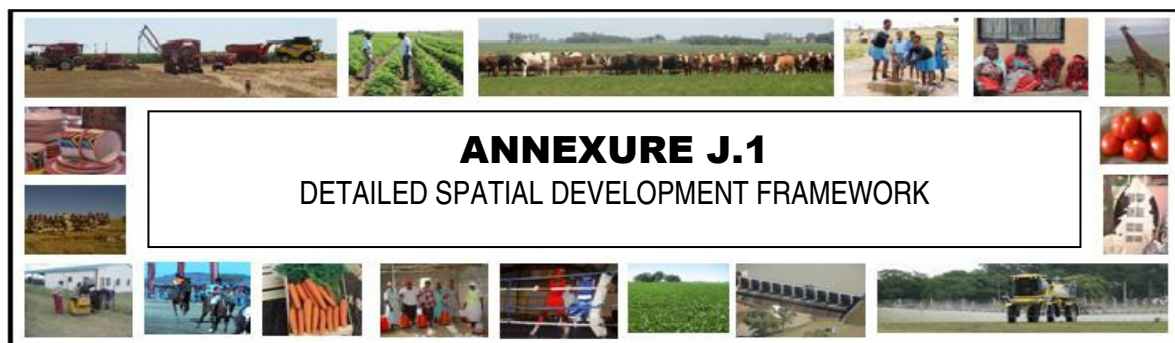
10.2.12

SPORTS SECTOR PLAN

The key objectives of this plan are as follows:

- To provide the framework for sport development within the ADM;
- To influence and facilitate the development of sports facilities;
- To encourage public participation in sport for health related and other reasons;
- To strengthen the administrative structures and capacities of sport governing bodies;
- To provide a structure for the development of individual/ team performers; and
- To provide a systematic and programmed education for coaches.

The plan concludes by saying that it is clear that partnership links are the key to success and quality of sports and recreation over the next five years. The complexity, costs and logistics of sport and recreation within the DM is such that municipalities will increasingly find it difficult to maintain being the main providers of facilities and services.



AMAJUBA SPATIAL FRAMEWORK

2010/11 IDP REVIEW

SECTION A:

INTRODUCTION

1.0 INTRODUCTION

1.1 BACKGROUND AND APPROACH

1.1.1 LOCATION

The Amajuba District Municipality (ADM) is located in the north-western corner of KwaZulu-Natal and comprises the three local municipalities of Newcastle (KZ252), Utrecht (KZ253) and Dannhauser (KZ254). The ADM is 6 910 km² in size with Utrecht occupying the largest area of 3 539 km², Newcastle some 1855 km² and Dannhauser some 1 516 km². The main transportational routes linking the District to its surrounds including the N11 which is the alternative route to Johannesburg from Durban, and the rail line which is the main line from the Durban harbour to Gauteng. The R34 also bisects the district in an east-west direction and provides a linkage from the port city of Richards Bay to the interior.

1.1.2 BACKGROUND

The ADM's SDF has been reviewed annually since the first draft appeared in the 2001/2 financial year. The reviews ensure the following:

- The inclusion of new and relevant data;
- Alignment within the DM (ie. Between the DM and LM's);
- Alignment with surrounding DM's; and
- Inclusion of **ward based data**.

The SDF has been reviewed during the 2010/11 IDP Review to include, amongst others, the outcomes of the *Mountainous Areas Nodal Study* (Udidi, 2009), the new data forthcoming from the STATSSA Neighbourhood Survey (2007), and new data collected at a ward level.

1.2 STRUCTURE OF THE DOCUMENT

This document is based on the methodology used by the Msunduzi municipality and is structured as follows:

Part 1 comprises Sections A and B which are as follows:

Section A: This section outlines the purpose, function and fundamental principles guiding the preparation of the ADM's SDF.

Section B: This section outlines the following:

- The legislative context for the preparation of the SDF and outlines the potential impacts each policy or piece of legislation has.
- Existing plans and policies of the ADM and the LM's.
- The history and culture, the bio-physical environment, agriculture and the agricultural potential, biological characteristics, environmental conservation, human settlement, public services and physical infrastructure, and the economic environment of the ADM.

Part 2 comprises Sections C, D and E as follows:

Section C: This section consolidates the issues raised in Section B.

Section D: This section provides a guidance framework for the ADM. It aligns the ADM's vision and goals with the SDF, and outlines a toolbox of concepts.

Section E: This section, together with the SDF map, provides a graphic generation of the ADM's development concept and outlines the status quo as well as required actions for key land uses.

Part 3 and Section F provides an implementation framework for the SDF.

2.0 SPATIAL DEVELOPMENT FRAMEWORK

2.1 DEFINITION AND STATUS

There are two pieces of legislation that govern the formulation of Spatial Development Frameworks, namely:

- The Municipal Systems Act, Sections 26 and 35; and
- The Municipal Planning and Performance Management Regulations, Chapter 2 and Sections 3 and 4.

See **Annexure A** for a detailed description of the relevant sections of the legislation.

The SDF was reviewed as part of the 2010/11 IDP Review process.

2.2 PURPOSE OF THE SDF

The primary purpose for a SDF is to provide spatial reference for decisions regarding public investment in the medium to short term timeframes. The SDF is also used to inform:

- Private decisions on location, intensity of development and land use;
- Indicate the location of future physical development and the spatial implications of all IDP programmes; and
- Manage spatial change through integration.

2.3 SPECIFIC FUNCTIONS OF THE SDF

The DLG&TA (2004, p1) outlines the aims of a SDF as follows:

- *“To promote sustainable functional and integrated settlement patterns in order to:*
 - *Discourage low density urban sprawl;*
 - *Generate social and economic opportunities for people; and*
 - *Promote easy accessibility to those opportunities.*
- *To maximise resource efficiency; for example:*
 - *Ensure the protection of the available environmental resources within a municipality;*
 - *Protect productive land for agricultural purposes.*
- *To enhance the regional identity and unique character of a place.*
- *To ensure conformance with the neighbouring district's and provincial spatial development frameworks”.*

2.4 FUNDAMENTAL PRINCIPLES OF THE SDF

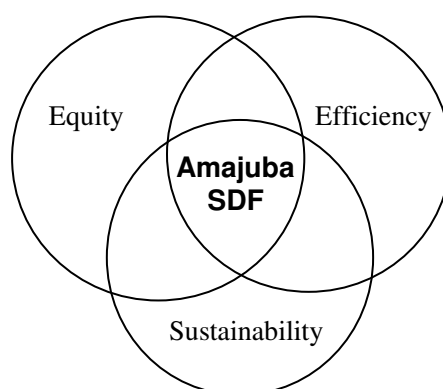
The three fundamental spatial challenges facing most municipalities in South Africa are as follows:

- Spatial Equity;
- Spatial Efficiency; and
- Spatial Sustainability.

Spatial Equity refers to the equal and fair access to land. It is also recognised that the playing field is not always level in the competition between competing land uses. Spatial equity should ensure that all potential users have the opportunity to use suitable land to address their basic needs. This should be in line with the principles of the Development Facilitation Act.

Spatial Efficiency refers to the most viable and economical means of achieving development within the limited spatial resources available. Spatial efficiency should result in greater coordination as well as the resolution of conflicts between competing activities. This should all be done while strengthening market access and opening development opportunities essential to economic growth.

Spatial Sustainability refers to the finding of a balance between the equally important elements of economic, environmental and social development. As such, a development in any one of these three sectors should take cognisance of the potential impacts on the other two sectors.

FIGURE 1: Key Elements of the Amajuba SDF

2.5 ELEMENTS OF THE SDF

The primary challenge of any SDF is to ensure the balance between Equity, Efficiency and Sustainability. Key components of these three elements that will be addressed through the SDF are summarised below:

TABLE 1: Key Efficiency, Sustainability and Equity Issues for the SDF

EFFICIENCY	SUSTAINABILITY	EQUITY
a) Infill planning resulting in more cost effective service delivery. b) The maintenance, upgrading or provision of key distribution routes. c) The promotion of sufficient market thresholds through the stimulation of economic districts and nodes. d) Ensuring more cost effective developments by planning bulk services around capacities. e) Where possible and sustainable, the promotion of economic opportunities close to residential areas.	a) Service standards to be planned around environmental and economic affordability. b) Counteracting urban sprawl and spatial fragmentation. c) Focusing on maintaining and conserving infrastructure as opposed to its replacement. d) Improved land management measures to control potential conflicts. e) Planning should encourage sustainable utilisation of resources as opposed to the exclusion of use.	a) Provision, upgrading and maintenance of key distribution routes. b) Promotion of economic activities in closer proximity to the unemployed. c) Cluster social and community facilities at more accessible points. d) Promotion of private sector investment in the disadvantaged areas. e) Spatial focus of resources to redress inequalities in quality of life and service standards.

(Source: Newcastle, 2006)

SECTION B:

SOCIAL, ECONOMIC AND BIO-PHYSICAL ENVIRONMENTAL SCAN AND STRATEGIC ANALYSIS

3.0 PLANNING CONTEXT AND APPROACH

3.1 LEGISLATION AND POLICY

3.1.1 SOUTH AFRICAN CONSTITUTION AND PRINCIPLES OF SUSTAINABLE DEVELOPMENT

Chapter 7 of the Constitution deals with *local government* and section 152 deals with the *objectives of local government*. It indicates that these objectives are:

- To provide democratic and accountable government for local communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To ensure the provision of services to communities in a sustainable manner; and
- To encourage the involvement of communities and community organizations in the matters of local government.

3.1.2 MUNICIPAL SYSTEMS ACT

Section 23 (1) of the act indicates that a municipality must undertake developmentally- orientated planning and Section 24 (1) indicates that planning undertaken by the municipality must be aligned with and compliment plans of other municipalities and organs of state.

Section 26 of the Act indicates that a core component of an IDP is a SDF which must include the provision of basic guidelines for a land use management system for the municipality.

Section 35 of the Act also indicates that a SDF contained in an IDP prevails over a plan as identified in Section 1 of the Physical Planning Act (No. 125 of 1991).

Regulation promulgated in terms of the act outline the following requirements for a SDF:

“A spatial development framework reflected in a municipality’s integrated development plan must:

- a) give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);*
- b) set out objectives that reflect the desired spatial form of the municipality;*

- c) *contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (b), which strategies and policies must-*
 - i) *indicate desired patterns of land use within the municipality;*
 - ii) *address the spatial reconstruction of the municipality; and*
 - iii) *provide strategic guidance in respect of the location and nature of development within the municipality.*
- d) *Set out basic guidelines for a land use management system in the municipality;*
- e) *Set out a capital investment framework for the municipality's development programmes;*
- f) *Contain a strategic assessment of the environmental impact of the spatial development framework;*
- g) *Identify programmes and projects for the development of land within the municipality;*
- h) *Be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and*
- i) *provide a visual representation of the desired spatial form of the municipality, which representation-*
 - i) *must indicate where public and private land development and investment should take place;*
 - ii) *must indicate desired or undesired utilisation of space in a particular area;*
 - iii) *may delineate the urban edge;*
 - iv) *must identify areas where strategic intervention is required; and*
 - v) *must indicate areas where priority spending is require.*

3.1.3 THE DEVELOPMENT FACILITATION ACT

Chapter 1 of the Act outlines key principles that apply to the development of all land. There are several principles, however, that apply directly to the content and formulation of a SDF, which are outlined below:

- a) *Policies, administrative practice and law should:*
 - i) *Provide for urban and rural land development;*
 - ii) *Facilitate the development of formal and informal, existing and new settlement;*
 - iii) *Discourage the illegal occupation of land, with due recognition of informal land development processes;*
 - iv) *Promote speedy land development;*
 - v) *Promote efficient and integrated land development in that they:*
 - *Promote the integration of the social, economic, institutional, and physical aspects of land development;*
 - *Promote integrated land development in rural and urban areas in support of each other;*

- *Promote the availability of residential and employment opportunities in close proximity to or integrated with each other;*
 - *Optimise the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;*
 - *Promote a diverse combination of land uses, also at the level of individual erven or subdivisions of land;*
 - *Discourage the phenomenon of “urban sprawl” in urban areas and contribute to the development of more compact towns and cities;*
 - *Contribute to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and*
 - *Encourage environmentally sustainable land development practices and processes.*
- b) *Members of communities affected by land development should actively participate in the process of land development.*
- c) *The skills and capacities of disadvantaged persons involved in land development should be developed.*
- d) *Policy, administrative practice and laws should promote sustainable land development at the required scale in that they should-*
- i) *Promote land development which is within the fiscal, institutional and administrative means of the Republic;*
 - ii) *Promote the establishment of viable communities;*
 - iii) *Promote sustained protection of the environment;*
 - iv) *Meet the basic needs of all citizens in an affordable way; and*
 - v) *Ensure the safe utilisation of land by taking into consideration factors such as geological formations and hazardous undermined areas.*
- e) *Each proposed land development areas should be judged on its own merits and no particular use of land, such as residential, commercial, conservational, industrial, community facility, mining, agricultural or public use, should in advance or in general be regarded as being less important or desirable than any other use of land;*
- f) *Land development should result in security of tenure, provide for the widest possible range of tenure alternatives, including individual and communal tenure, and in cases where land development takes the form of upgrading of existing settlement, not deprive beneficial occupiers of homes or land or, where it is necessary for land or homes occupied by them to be utilised for other purposes, their interests in such land or homes occupied by them to be utilised for other purposes, their interests in such land or homes should be reasonable accommodated in some other manner.*
- g) *A competent authority at national, provincial and local government level should coordinate the interests of various sectors involved in or affected by land development so as to minimise conflicting demands on scarce resources.*

- h) Policy, administrative practice and laws relating to land development should stimulate the effective functioning of a land development market based on open competition between suppliers of goods and services.*

3.1.4 THE PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS)

(i) INTRODUCTION

The PSEDS is intended as a guide to service and to achieve the goals as set out in ASGI-SA which is to halve unemployment and poverty by 2014. Principles of development and growth underpinning the PSEDS are summarised as follows:

- Government has a constitutional obligation to provide basic services to all citizens including health, education, housing, transport, etc.
- All areas of the province require development;
- Certain areas of the province will drive economic growth; and
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/ or economic growth.

The PSEDS therefore sets out to:

- Focus where government directs its investment and development initiatives;
- Capitalize on complementarities and facilitate consistent and focused decision making; and
- Bring about strategic co-ordination, interaction and alignment.

(ii) CLASSIFICATION OF AREAS OF ECONOMIC POTENTIAL

Four key sectors have been identified as drivers for economic growth in the province, namely:

- The agricultural sector (including agri-processing) and land reform;
- The industrial sector;
- The tourism sector; and
- The service sector.

It is also noted that:

- The logistics and transport sector (inclusive of rail) in the service sector are important sub-sectors underpinning the growth in all four sectors;
- Substantial and affordable water and energy provision is crucial to the economic growth and development of the province; and
- The classification of potential is shown in a series of maps.

(iii) **CLASSIFICATION OF AREAS OF POVERTY AND NEED**

The PSEDs identifies poverty levels and densities based on the 2001 Census information. Poverty density is a measure of the numbers of people within an area below the poverty level. In terms of their classifications relating to poverty, Newcastle has the third highest levels in the province behind eThekweni and the Msunduzi municipalities.

(iv) **CLASSIFICATION OF NODES AND ACTIVITY CORRIDORS**

In terms of the classification of nodes provincially, Newcastle is classified as a *Secondary Node* which is an urban centre with good existing economic development and growth potential, and which services the regional economy. In terms of the main categories for potential, the PSEDs identifies the following:

- **Production of high value differentiated goods** which are not strongly dependant on labour costs, and which are focussed on local and global niche markets;
- **Production of labour intensive, mass produced goods** which are more dependant on labour costs, and affordable transport linkages (ie. Agriculture and mining);
- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;
- **Tourism** which is dependant on tourism attractions; and
- **Public service and administration.**

In terms of the classification of activity corridors, the N11 corridor is identified as an existing corridor. The PSEDs does, however, identify a secondary corridor (SC12) which runs between the following three centres, namely Greytown- Msinga- Madadeni. The PSEDs identifies that this corridor has potentials in the following areas:

- **Production of labour intensive, mass produced goods** which are more dependant on labour costs, and affordable transport linkages (ie. Agriculture and mining);
- **Retail and private sector services** which are large employers of skilled and semi-skilled workers in advanced economies;
- **Tourism** which is dependant on tourism attractions; and
- **Public service and administration.**

(v) **SUMMARY OF HIGH LEVEL CLUSTER PRIORITIES AND OBJECTIVES FOR THE ADM**

The PSEDs provides a summary of high level cluster priorities and objectives for the ADM. The plan identifies the following priorities:

AGRICULTURE AND LAND REFORM

- Livestock farming: develop livestock farming opportunities in Trust land.
- Support land reform beneficiaries- livestock, game farming and explore others.
- Develop Chelmsford Dam agricultural complex (served by Vryheid Node).

TOURISM

- Battlefields Route: development of linkages to benefit previously disadvantaged.
- Drakensburg eco-tourism: develop cultural tourism opportunities with bordering communities.

INDUSTRY

- Newcastle industrial townships: provision of world class infrastructure.
- Provide adequate affordable housing and related services.
- Bio-diesel production.
- Coal mining- extension of life of mines and/ or development of alternative opportunities.

SERVICES

- Plan Dannhauser and Utrecht to position for investment.
- Provide adequate affordable housing and related services in towns.

3.1.5 NATIONAL ENVIRONMENTAL MANAGEMENT ACT

The National Environmental Management Act (No. 27 of 1998) was drawn up to provide for co-operative, environmental governance by establishing principles for decision-making on matters affecting the environment, institutions that will promote co-operative governance and procedures for co-ordinating environmental functions exercised by organs of state; and to provide for matters connected therewith.

Section 28 of the Act that falls within Chapter 7 – Compliance, Enforcement and Protection can be related to future developments. Part 1 of the Chapter focuses on environmental hazards and Section 28 relates to the duty care and redemption of environmental damage. Section 28 provides that every person who causes, has caused, or may cause, significant pollution or degradation of the environment, must take reasonable measures to prevent such pollution or degradation from occurring, continuing or reoccurring or, insofar as such harm to the environment is authorised by law or cannot reasonably be avoided or stopped, to minimise and rectify such pollution or degradation of the environment.

3.1.6 ACCELERATED AND SHARED GROWTH INITIATIVE FOR SOUTH AFRICA

ASGI-SA is a project driven by the Deputy President which attempts to factor in the Second Economy in development initiatives, particularly the youth, women and people with disabilities. ASGI-SA's focus on a set of concrete economic proposals that include a range of initiatives aimed at removing obstacles to economic growth has provided a platform for reviewing strategies for critical interventions towards sustainable development, and the empowerment of the poor and mainstreaming them into the mainstream economy.

The programme's goal is the creation of small enterprise jobs in the Second Economy with a focus on the creation of 1 million jobs over a period of five years. ASGI-SA sets out the following principles and broad national goals:

- Accelerated growth in the economy to more than 4.5% in the period 2009, and more than 6% from 2010 to 2014.
- Ensure that social security reaches all who are eligible.
- Reduce the gap between the first and second economies, and halve poverty and unemployment by 2014.

The intended outcomes of the programme is the establishment of viable and sustainable economic enterprises/ businesses that have a scope for growing local economies, thereby creating quality jobs and higher income for individual entrepreneurs, workers and their families.

The KZN provincial government committed itself to the policy and objectives of ASGI-SA. In 2005, it launched the Economic Growth and Development Strategy which is aimed at transforming the structure of the provincial economy. The strategy is built on four fundamental principles. These are:

- Principle 1: Increasing investment in the province
- Principle 2: Skills and capacity building
- Principle 3: Broadening participation in the economy
- Principle 4: Increasing competitiveness

The KZN provincial government has further substantiated its support for ASGI-SA by initiating several programmes and strategic interventions in the provincial economy, these include:

- Promotion and attraction of Foreign Direct Investment
- Investment in infrastructure:
 - Dube Trade Port
 - Provincial Growth Fund
 - 2010 Soccer World Cup – supporting infrastructure
- Sector Development
- Corridor Development

3.1.7 NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE

The National Spatial Development Perspective (NSDP) was prepared by national government to guide the national spatial allocation of resources and to inform decisions with spatial implications. The two key questions it seeks to confront are summarised as follows:

- To address poverty and the challenge to economic growth and job creation, where should government direct its investment and development initiatives to ensure sustainable and maximum impact?
- What kind of spatial forms and arrangements are more conducive to the achievement of our objectives of democratic nation building and socio-economic inclusion?

The 2003 and 2005 versions consist of a development context, some development theory, an assessment of our development reality and government's response to this reality. There are two key interventions, namely:

- A set of principles; and
- A framework for taking decisions on infrastructure investment and development spending in all spheres of government.

The NSDP has developed a number of principles to frame all of government's decisions. This provides a concrete mechanism through which integrated development planning can take place at all levels of government to support national priorities and objectives.

The principles for the NSDP are summarised as follows:

- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities) focus on localities of economic growth and/ or economic potential. This is in order to attract private- sector investment, stimulate sustainable economic activities and/ or create long- term employment opportunities.
- Economic growth is a pre-requisite for the achievement of other policy objectives, key among which are poverty alleviation.
- In localities where there are both high levels of poverty and development potential, fixed capital investment beyond basic services are to be included to exploit the potential of these areas.
- Efforts to address past and current social inequalities should focus on people and not places.
- In order to overcome the spatial distortions of Apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.
- In localities where there is low development potential, government spending beyond basic services should focus on providing social transfers, human resource development and labour market intelligence.

3.1.8 WHITE PAPER ON SPATIAL PLANNING AND LAND USE MANAGEMENT

The Minister of Land Affairs, as the Minister responsible for land, proposes to introduce new legislation to parliament that provides a uniform, effective and efficient framework for spatial planning and land use management in both urban and rural contexts. This legislation will clear up the extraordinary legislative mess inherited from apartheid in this area of governance. The most dramatic effect of the White Paper is that it will rationalise the existing plethora of planning laws into one national system that will be applicable in each province, in order to achieve the national objective of wise land use. The main elements of the new system proposed in the White Paper are as follows:

Principles. The basis of the system will be principles and norms aimed at achieving efficiency, equality, sustainability, fairness and good governance in spatial planning and land use management.

Land use regulators. The White Paper proposes a category of authorities able to take the different types of decision falling into the realm of spatial planning and land use management: land use regulators.

IDP-based local spatial planning. This element is of most use to this study. The White Paper spells out the minimum elements that must be included in a spatial development framework. It also proposes that the spatial development framework operate as an indicative plan, whereas the detailed administration of land development and land use changes is dealt with by a land use management scheme, which will actually record the land use and development permissions accruing to a piece of land. The inclusion of the spatial development framework, with a direct legal link to the land use management scheme, is an essential step towards integrated and coordinated planning for sustainable and equitable growth and development.

A uniform set of procedures for land development approvals. Where a proposed development is not permissible in terms of the prevailing land use management scheme, then permission is required from the appropriate land use regulator.

National spatial planning frameworks. In order to achieve more integrated and coordinated spending of public funds it is proposed that the Minister, in consultation, with cabinet, is able to prescribe national spatial planning frameworks around particular programmes or regions.

3.2 EXISTING PLANS AND POLICIES

3.2.1 AMAJUBA IDP (2007/8)

The 2007/8 IDP is the first IDP for the newly elected Amajuba Council and is for the period of their term of office. As such, the IDP saw the updating of the *Vision*, *Mission* and the inclusion of *Values*.

The Vision for the ADM is as follows:

“Amajuba will be a fully developed district, with a vibrant and sustainable economy, a better quality of life, preserved within its own cultural and traditional values”.

The amended Mission is as follows:

“The ADM will, through good governance and management, strive to achieve its vision within the legal framework by:

- *Promoting shared and integrated service delivery;*
- *Creating an enabling environment for economic development;*
- *Increasing opportunities for previously disadvantaged communities;*
- *Providing and maintaining integrated, affordable, equitable and sustainable services;*
- *Facilitating access to land and social services;*
- *Promoting development of a safe and healthy environment; and*
- *Effective planning of infrastructure and technical services.”*

Other key changes in the IDP with spatial implications include:

- The alignment of the IDP with the NSDP;
- The alignment of the IDP with the PSEDs; and
- The alignment of the outcomes of the Amajuba Growth and Development Summit with the IDP.

3.2.2 NEWCASTLE IDP AND SDF

No major changes with spatial implications were made to the Newcastle IDP and SDF. The settlement hierarchy and road hierarchy remain unchanged.

3.2.3 EMADLANGENI IDP AND SDF

No major changes with spatial implications were made to the eMadlangeni IDP and SDF. The settlement hierarchy and road hierarchy remain unchanged. The ADM assisted the LM in reviewing and updating the SDF map and linking the SDF to the ADM's sector plans, particularly the LED sector plans.

3.2.4 DANNHAUSER IDP AND SDF

No major changes with spatial implications were made to the Dannhauser IDP and SDF. The settlement hierarchy and road

hierarchy remain unchanged. The ADM assisted the LM in reviewing and updating the SDF map and linking the SDF to the ADM's sector plans, particularly the LED sector plans.

3.2.5 OTHER PLANS/ POLICIES/ SECOR PLANS

3.2.5.1 THE MOUNTAINOUS AREAS NODAL STUDY

The outcomes of the Mountainous Areas Nodal Study Phase 1 have been incorporated into the 2010/11 IDP and SDF.

3.2.5.2 LAND REFORM AREA BASED PLAN (ABP)

The ABP has been aligned with the SDF in the this round of the IDP review.

3.3 IDENTIFIED KEY ISSUES

The following key issues were identified:

- The need for stronger alignment of the IDP and SDF with the NSDP and other national and provincial government legislation and policies.
- The need for the alignment of the SDF with incomplete sector plans like the Integrated Waste Management Plan Review and the Environmental Management Plan Review which have been delayed and are only likely to be complete after July 2010.
- The need for the LM's in the ADM to actively review and update their SDF's on an annual basis as circumstances change.

3.4 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS/ OPTIONS

The following spatial objectives are identified:

- The promotion of improved systems of access, both physical in terms of connection, but also in terms of improved access to economic and social opportunities;
- At a district level, linking settlements with opportunities thereby creating a meaningful and functional whole and addressing the imbalances created by Apartheid planning;
- Seeking to maximise inherent potentials and opportunities within the DM; and
- The creation of a system of opportunities which includes the improved distribution of services, access to improved facilities, and access to economic opportunities.

4.0 HISTORY AND CULTURE

4.1 EARLY PIONEERS AND SPATIAL FORM

4.1.1 NEWCASTLE

Newcastle was deeply involved in the Anglo-Boer War, and today is the largest town in northern KwaZulu-Natal. Newcastle was the fourth town founded in 'Natal' and featured

prominently in the Transvaal's First War of Independence, and is where the penultimate battle was fought, at Schuinshoogte in 1881. Newcastle also featured prominently in the Anglo-Boer War and featured in both the Boer and English defences.

Coal was discovered in the area in the 1800's, but Newcastle's original industry was the washing and spinning of wool from sheep which were farmed in the area. The first train reached the area in 1890 and the town was proclaimed a Borough in 1891. With the discovery of the large coal deposits came an era of prosperity which saw the construction of a number of ambitious projects including the Town Hall.

The town shares its name with a further 27 sister Newcastle's worldwide.

Newcastle was originally known as *Post Halt Two* and was a stop on the journey from Port Natal-Durban and the then Transvaal. Whilst today's major road, the N3, between the two provinces no longer runs through Newcastle, the town is worth a visit for the battle sites just outside of town, which include Laing's Nek, Majuba and Schuinshoogte.

4.1.2 DANNHAUSER

Dannhauser is a town that was based on coal mining and was laid out in 1870 on the farm owned by Dann Hauser. It was proclaimed a village in 1937.

4.1.3 EMADLANGENI

Until recently, the municipality was known as Utrecht. Its history started in 1852 when Voortrekker settlers traded 100 head of cattle with the Zulu King Mpande for grazing rights in Zululand. The settlers then claimed the land as their own and formed the Republic of Utrecht in 1854. The 32 km by 64 km Boer republic was named after the larger city of Utrecht in the Netherlands. Given its tiny population and the Boer aversion from central authorities, it was simply governed by a Landdrost or magistrate.

On 8 May 1958 the republic was incorporated into the Boer Republic of Lydenburg but ultimately it was returned to the British colony of Natal under the Boer treaty in 1860. This happened together with Vryheid and Wakkerstroom.

4.2 ARCHITECTURE

The three urban centres of Newcastle, Utrecht and Dannhauser have a good mix of Voortrekker, Colonial and Eastern Structures. Efforts are underway by Amafa KwaZulu-Natal to list and protect the architectural resources in the ADM.

4.3 MONUMENTS/ CULTURAL TOUISM ASSETS

There are a number of monuments and memorials in Newcastle, including:

- Hilddrop House, once the dwelling place of author Rider Haggard whose books included *King Solomon's Mines*, *She* and *Jess* - said to be based on his time at Hilddrop House;
- General Buller's Headquarters;
- The Carnegie Art Gallery which was the old library;
- Fort Amiel;
- The Hindu Temple in Kirkland Street with the largest dome in the southern hemisphere;
- The Armoury now used as the MOTH's shellhole; and
- O'Neil's Cottage, used as a makeshift hospital during the war, including a number of grave sites.

Utrecht has 10 national monuments and 10 historical sites

4.4 IDENTIFIED KEY ISSUES

The following key issues relate to the protection of historical and cultural assets within the ADM:

- Poor maintenance of buildings and maintenance with out of character materials;
- Painting and plastering of red brick buildings;
- The identification and listing of noteworthy buildings;
- Stripping buildings of doors, fireplaces, and other noteworthy items;
- Protecting of buildings over 60 years in age; and
- Policing of transgressions.

4.5 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS/ OPTIONS

Strategic interventions identified include:

- Closer working relations between the municipality and AMAFA;
- The development of tax incentives to preserve buildings of cultural and historical significance.

5.0 BIO-PHYSICAL ENVIRONMENT

5.1 TOPOGRAPHY

5.1.1 RELIEF

The DM is characterised by a low lying central bowl (< 900 msl) underlain by Karoo Sequence sediment), surrounded by a horseshoe of higher lying areas to the north, west and south. These higher lying areas are largely comprised of the more resistant 'Combination' geological formations.

5.1.2 SLOPE

Much of the central portion is characterised by slopes less than 1:20, while slopes steeper than 1:5 can be found in the northern 'Combination' formations, extending along the higher lying western boundaries.

5.1.3 ESCARPMENT MOUNTAINOUS ZONE

The EMZ consists of deeply incised broken terrain – this is a highly sensitive or fragile environment, with a high proportion of this zone indicated as of Very Restricted or Restricted Land Use Potential Agricultural Land Potential. This zone is intended to protect and manage agricultural and other uses in this sensitive area.

5.1.4 APPROACHES ZONE

The Approaches Zone comprises the lower lying plains, with relatively gentle slope gradients and soil types that in places are well-suited for arable and intensive forms of agriculture. Most of this zone contains land of High, Good and Moderate Agricultural Potential. The Approaches Zone plays an important buffer function, in the protection of landscape quality of the Escarpment Mountainous Zone.

5.1.5 INFLUENCE ON DEVELOPMENT

Topography has influenced the settlement pattern in the DM with the majority of the people being located along the flat basin of the DM and in the three urban centres.

The population concentrations in the mountainous area of the eMadlangeni are very low.

5.2 CLIMATE

The rainfall over the region varies from 700 mm in the south-east to 900 mm in the west, on the Drakensburg range.

TABLE 2: Rainfall Figures (Newcastle- Doornkop)

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Ann.
Mean	60	93	116	129	112	85	41	22	10	15	13	23	719
COV%	63	64	50	60	51	40	125	172	217	166	176	110	25
%MAP	8	13	16	18	16	12	6	3	1	2	2	3	100

TABLE 3: Mean Annual Evaporation

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Ann.
Mean	207	212	239	224	186	174	133	118	96	106	151	168	2014
Min	147	172	191	161	161	123	100	89	77	89	112	26	1449
Max	257	249	304	303	231	217	162	136	112	146	181	208	2506

TABLE 4: Mean Annual Temperatures (Degrees Celsius)

Month	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Ann.
Mean	20	22	23	23	23	22	19	16	12	13	15	19	18.9
Min	12	15	16	17	17	15	12	7	4	5	7	11	11.5
Max.	27	29	30	30	30	29	27	23	21	21	24	27	26.5

5.3 HYDROLOGY AND WATER MANAGEMENT

5.3.1 NEWCASTLE

The Slang river with the Zaaihoek dam

The Slang River is the first major tributary of the Buffalo River, joining the Buffalo River 4 km east of Volksrust. Rising at 2275msl south of Wakkerstroom on the high Balelesberg-Skurweberg Plateau, the Slang River flows westerly - a unique feature in Natal - to the Zaaihoek dam, from where water is pumped to the Majuba coal-fired power station at a rate of 55 Mm³/annum. The yield of the Zaaihoek dam according to White Paper WPE 86, is 47Mm³/annum. The excess water is allocated to the Vaal system. The Zaaihoek dam is situated at approximate coordinates 30°03' East; 27°26' South. Refer to 1:50 000 map 2730AC. Only water for ecological purposes and for irrigators at an agreed pattern is generally released from this dam on a continuous basis. In emergency situations, depending on the urgency of supply to the Vaal system, water may be released into the Buffalo river system.

The Buffalo River with the Mahawane dam

The Buffalo River rises in the Transvaal, 4 km north of Volksrust on Verkykkop at 2047msl and has in its headwall erosion, captured and diverted the course of the Slang River in a narrow gorge 4km east of Charlestown. The Mahawane dam, situated in a tributary of the Buffalo river, just north of Volksrust, with capacity of 2,1 m³, supply water to Volksrust. No irrigation is possible from this dam. The domestic water supply to Volksrust/Charlestown and Wakkerstroom may be supplemented from the Zaaihoek dam.

Hereafter the flow is southerly, collecting east-flowing drainage from the Drakensberg range as well as streams draining west from the Balelesberg.

A raw water pump station for domestic purposes is situated on the Utrecht-Osizweni road.

The buffalo river bisects the southeastern boundary of the Amajuba district 10 km northwest of the R33 (Vryheid-Dundee road) near Tayside. A raw water pump station to supplement the domestic/industrial requirement of Dundee and surrounding towns is situated on the Buffalo River, near the Vryheid-Dundee road.

The Ncandu River with the Amcor dam

The Ncandu River rises at 1994msl near Die Ark on the Normandien Pass, flows easterly and then northerly to join the Ngagane River east of Newcastle. The Amcor dam, situated in Newcastle, with capacity estimated at 720 000 m³, is relatively small in relation to the mean annual runoff (MAR) and will therefore not have a long life. No irrigation is possible from this dam as it is badly silted up at this stage and is used for recreational and environmental purposes only.

The Ngagane River with the Ntshingwayo and Mfushane dams

The Ngagane River rises at 1993mMSL near Die Ark on the Normandien Pass on the opposite side of the watershed of the Ncandu River. The Ntshingwayo Dam captures the flow of the river south of Newcastle. The capacity of the dam is 194 Mm³ with an available reserve yield of 21 m³/annum, which should be reserved for the expected domestic and industrial growth of the supply area of between 11 and 39 Mm³ over the next 20 years if other dams are not constructed in the demand area not taking account of the associated increase in return flow. The Ncandu River joins northwest of Madadeni from where the Ngagane River flows in an easterly direction to join the Buffalo River just north of Madadeni. The Mfushane dam is a relative small dam in a tributary to the Ngagane River, near Durnacol. No further irrigation is possible from this dam. Domestic water for Durnacol and Dannhauser is supplied from the Ntshingwayo dam.

The Horn River

The Horn River rises at approximately 1800msl north of the Normandien Pass, between the Ncandu and Ngagane rivers. The Horn River joins the Ngagane River near Ballengeich. Allegedly, the water quality of the Horn River is not very good for irrigation purposes. This and the effect that a dam will have on the water quality, needs to be investigated before major costs are incurred.

5.3.2 DANNHAUSER

The Ngagane River with the Ntshingwayo and Mfushane dams

The Ngagane River rises at 1993msl near Die Ark on the Normandien Pass on the opposite side of the watershed of the Ncandu River. The Ntshingwayo Dam captures the flow of the river south of Newcastle. The capacity of the dam is 199 m³ with an available reserve yield of 23 m³/annum, which should be reserved for the expected domestic and industrial growth of the supply area of between 11 and 39 m³ over the next 20 years if other dams are not constructed in the demand area. The Ncandu River joins northwest of Madadeni from where the Ngagane River flows in an easterly direction to join the Buffalo River just north of Madadeni. The Mfushane dam is a relative small dam in a tributary to the Ngagane River, near Durnacol. No further irrigation is possible from this dam. Domestic water for Durnacol and Dunnhauser is supplied from the Ntshingwayo dam.

The Mzinyashane river with the Tom Worthington ,Verdruk and Mpate dams

Rising at 1380 msl approximately 11 km north of Hattingspruit, the river follows a southerly course and veers off to the east some 7 km from Hattingspruit, crossing the Amajuba boundary north of Dundee and joins the Buffalo river north-east of Dundee. The Tom Worthington dam with capacity of 1.9 Mm³ and the Verdruk dam with capacity of 0.8 m³ supply water to Hattingspruit. The capacity of the Mpate dam is 0.26m³. No further irrigation is possible from these dams. Purified water to Hattingspruit is also supplied from Dundee. Raw water supply to Dundee is supplemented from the Buffalo river, via a pump station on the Buffalo River near the Vryheid Dundee road, when the water level in the Donald McHardy dam east of Glenco is too low.

The Buffalo river downstream of the Blood river confluence (outside Amajuba district)

Further south the Buffalo River enters deeply incised topography in a spectacular gorge west of Qudeni, joining the uThukela River 7 km downstream of the Mooi River confluence. A major domestic water pump station is situated just north of the Dundee/ Nqutu road bridge across the river. This pump station supplies water to Nqutu and the surrounding villages.

5.3.3 EMADLANGENI

The Slang river with the Zaaihoek dam

The Slang river is the first major tributary of the Buffalo river, joining the Buffalo river 4 km east of Volksrust. Rising at

2275msl south of Wakkerstroom on the high Balelesberg-Skurweberg Plateau, the Slang River flows westerly - a unique feature in Natal - to the Zaaihoek dam, from where water is pumped to the Majuba coal-fired power station at a rate of 55 Mm³/annum. The yield of the Zaaihoek dam according to White Paper WPE 86, is 61m³/annum. The excess water is allocated to the Vaal system. The Zaaihoek dam is situated at approximate coordinates 30°03' East; 27°26' South. Refer to 1:50 000 map 2730AC. Only water for ecological purposes is generally released from this dam on a continuous basis. In emergency situations, depending on the urgency of supply to the Vaal system, water may be released into the Buffalo river system.

The Buffalo River with the Mahawane dam

The Buffalo River rises in the Transvaal, 4 km north of Volksrust on Verkykkop at 2047msl and has in its headwall erosion, captured and diverted the course of the Slang River in a narrow gorge 4km east of Charlestown. The Mahawane dam, situated in a tributary of the Buffalo river, just north of Volksrust, with capacity of 2,1 m³, supply water to Volksrust. No irrigation is possible from this dam. The domestic water supply to Volksrust/Charlstown and Wakkerstroom may be supplemented from the Zaaihoek dam.

Hereafter the flow is southerly, collecting east-flowing drainage from the Drakensberg range as well as streams draining west from the Balelesberg.

A raw water pump station for domestic purposes is situated on the Utrecht-Osizweni road.

The buffalo river bisects the southeastern boundary of the Amajuba district 10 km northwest of the R33 (Vryheid-Dundee road) near Tayside. A raw water pump station to supplement the domestic/industrial requirement of Dundee and surrounding towns is situated on the Buffalo River, near the Vryheid-Dundee road.

The Blood River with the Blood river dam

The Blood River rises at Aasvoëlkrans (1681msl) near the headwaters of the White Umfolozi River, 17 km west of Vryheid. A meandering southerly course forming the northern boundary of the Amajuba district in the vicinity of Bloodriver railway station. The Amajuba district boundary veers away from the Blood river in a westerly direction, some 10km southeast of the R 33 (Vryheid-Dundee road) The Blood river joins the Buffalo river approximately 25 km east of Dundee. A fairly large private earth dam captures the water just downstream of the Dundee-Vryheid road.

Pongola river

Rising at approximately 2200msl southeast of Wakkerstroom in the Donkerhoek/Nauwhoek vally, the Pongola River flows easterly, crossing the Amajuba boundary south-west of Luneburg, and passing PaulPietersburg on the north, forming the northern boundary of KwaZulu-Natal. The Pongola poort dam at Jozini captures the flow of the river. The water is used extensively around Pongola, mainly for the growing of sugarcane. Any new applications for water will only be considered when DWAF has completed a major study to establish the “reserve”. The Pandana and Tsakwane rivers are tributaries of the Pongola River and the same ruling therefore applies.

Bivane river

The Bivane river rises due North of Utrech at Bivaanspoort, south of the Pongola river. The Bivane River crosses the Amajuba boundary just west of the Vryheid-Paul Pietersburg road. The water of the Bivane is captured by the Bivane dam, west of Coronation in the Zululand District. This dam was constructed recently to augment the water supply to the Pongola farmers. It forms part of the Pongola system and any new applications for water will only be considered when DWAF has completed a major study to establish the “reserve”

The White Umfolozi

The White Umfolozi rises just west of Vryheid on the eastern boundary of the Amajuba District. The Klipfontein dam captures the flow just southeast of Vryheid. This dam is not of adequate size and the water supply to Vryheid and Ulundi is often under stress, with the result that additional abstraction from the rivers feeding the dam will most likely not be allowed unless the wall is raised or additional dams are constructed. The domestic and industrial demand of Vryheid/Ulundi will always receive first priority.

5.4 AGRICULTURE AND AGRICULTURAL POTENTIAL

5.4.1 AGRICULTURAL ZONES AND POTENTIALS

A detailed Agriculture Sector Plan has been prepared for the ADM and should be read in conjunction with the SDF.

The typical soil problems that are found in Amajuba area are the following:

- In the higher rainfall regions of BRU's highly leached soils occur which usually have a high acid saturation. This has an effect on crop performance; however this is easily rectified if determined by using the correct amount of fertilizer and following a liming programme.

- In the areas on the sandstone geology (i.e. BRU TUc1) due to the inherent low clay, leaching of nutrients is prevalent (notably mainly potassium and nitrogen). In addition wind erosion and soil compaction are further challenges.
- The soils that have a plinthic origin and are shallow tend to be susceptible to erosion especially if on a slope and water logging if found in the lower mid slope and foot slope positions.

It is therefore imperative that a qualified pedologist be used to determine the soil potentials of a specific area. No agronomic enterprise should be allowed before a detailed soil survey has been done so that recommendations can be made regarding their use suitability.

Amajuba is divided into seven Bioresource Groups (BRG's) namely 8, 9, 11, 12, 13, 14, and 18. The table below shows the areas of the various BRG's in Amajuba.

TABLE 5- Bio-resource Group Areas for the Amajuba District Municipality

BRG No.	Amajuba (Ha's)	Total (Ha's)	Percentage
8	40430.2	879379.9	4.6
9	27422.1	375311.6	7.3
11	54314.5	772487.9	7
12	16023.6	416295	3.8
13	30751.6	478034	6.4
14	15820.1	519301.7	3

5.4.2 AGRICULTURAL PRACTICE

According to the DAEA, the climate, slope and soil conditions combine to determine the potential of a region or site. The DAEA has used the BRU classifications to identify areas of similar agricultural land potentials and this has been applied to the Amajuba DM. The DAEA information classifies land into eight different categories ranging from "Very High Potential" to "Very Low Potential". Of the eight classes, only seven occur within the Amajuba DM with the "Very High Potential" class being absent. This information is summarised below:

TABLE 6: Description of Land Potential Classes (DA&EA, 1998, p5)

	Intensity	Description of Land Potential Classes
L1	Intensive Farming	Very High Potential: No limitations. Appropriate contour protection must be implemented and inspected.
L2		High Potential: Very infrequent and/ or minor limitations due to slope, temperature or rainfall. Appropriate contour protection must be implemented and inspected.
L3	Semi-intensive	Good Potential: Infrequent and/ or moderate limitations due to soil, slope, temperature or rainfall. Appropriate contour protection must be implemented and inspected.
L4	Semi-Extensive	Moderate Potential: Moderately regular and/ or severe to moderate limitations due to soil, slope, temperatures or rainfall. Appropriate permission is required before ploughing virgin land.
L5		Restricted Potential: Regular and/ or moderate to severe

		limitations due to soil, slope, temperature or rainfall.
L6	Extensive	Very Restricted Potential: Regular and/ or severe limitations due to soil, slope, temperatures or rainfall. Non arable.
L7		Low Potential: Severe limitations due to soil, slope, temperature or rainfall. Non arable.
L8		Very Low Potential: Very severe limitations due to soil, slope, temperatures or rainfall. Non arable.

The main commercial crops that are produced in Amajuba are the following:

- Maize,
- Soybeans,
- Peanuts,
- Wheat,
- Drybeans,
- Potatoes,
- Cabbage, and
- In more recent times barely has been tried.

The following crops have been identified in the Agricultural Development Plan as being suitable for cultivation in the District Municipality:

- Cabbage
- Dry Beans
- Potatoes
- Peanuts
- Soya beans
- Walnuts
- Pecan nuts
- Maize
- Sorghum
- Oats
- Wheat
- Barley
- Grapes
- Cheery
- Plumbs and Prunes
- Lemon
- Olive
- Herb
- Cut Flowers

5.4.3 IDENTIFIED KEY ISSUES

The following key issues have been identified:

- Further development of crops identified as having potential for future development in the ADM.
- The development of additional dams sites for irrigation.
- The protection of the higher potential agricultural land in the DM and the prevention of urban sprawl.
- The need for mentoring of land reform projects by the Department of Agriculture to prevent uncontrolled settlement as well as the loss of agricultural outputs from the DM.

Key issues related to the Escarpment Mountainous Zone:

- Commercial arable agriculture;
- Uncontrolled or subsistence agriculture;
- Land reform programmes implemented without proper consideration of environmental factors such as the presence of sensitive areas;
- Commercial afforestation;
- Mining;
- Poorly planned and/or large scale tourism development;
- Incorrect burning practices and wildfire; and
- Alien and invasive trees (such as wattle).

Key issues related to the Approaches Zone:

- Poorly planned agriculture and commercial afforestation;
- Poorly planned mining;
- Poorly planned large-scale infrastructural development;
- Poorly planned and/or large scale tourism development;
- Incorrect burning practices and wildfire; and
- Alien and invasive trees (gums and wattle).

5.4.4 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS/ OPTIONS

- **Irrigation, dry land, stock farming, piggeries, poultry, dairies, feedlots projects:**
 - Conduct, as a matter of urgency, micro soil surveys along the rivers mentioned to confirm the irrigation potential of the soils.
 - Compile generic business plans for projects on the identified available land.
 - Develop terms of reference for the appointment of specialists to mentor and assist future farmers.
- **Soils:**
 - It is proposed that a micro soil survey be conducted for all the relevant proposed cultivation projects in the Agricultural Plan, as a matter of urgency, to confirm the potential from a soils perspective, as only macro soils information is available at present. A detailed stock carrying capacity/veld type survey needs to be conducted for the potentially upgradeable grazing areas in order to establish a feasible veld management system. It is further recommended that Agricultural Engineers be appointed to assist with the project specific detailed analysis, designs and contract

6.0 BIOLOGICAL CHARACTERISTICS

6.1 FLORA

6.1.1 WETLANDS

According to Begg (1984) in Udidi (2003, p8) Wetlands are considered one of the most seriously endangered ecosystems in the world and this is no more evident than in KwaZulu-Natal. The Amajuba DM has four wetlands of importance identified by Begg which include:

- Paddavlei
- Groenvlei
- Boschoffs Vlei
- Blood River Vlei

There are, however, numerous smaller wetlands within the District.

6.1.2 FORESTS

According to Rutherford and Westfall (1994) in Udidi (2003, p13), indigenous forests represent the smallest biome in southern Africa although they still support a high portion of the regions floral and faunal diversity. The integrity of indigenous forests and the conservation of the species therein are vulnerable for a number of reasons, including:

- Climatic conditions favour agriculture in KwaZulu-Natal which has lead to a major land transformation over a number of years;
- The encroachment of plantation species has had a detrimental effect due to the increased incidence and severity of fires; and
- The illegal removal of natural resources has the potential to cause the extinction of species within the forests.

6.1.3 GRASSLANDS

All of the ADM falls within the Grassland Biome (Rutherford and Westfall 1994) with patches of forest along the escarpment in fire-protected sites. South African grasslands are unique within Africa and are extremely rich in plant and animal species. Many species are endemic to this biome. Within the Grassland Biome are several different types of grassland dependant on soils and climatic factors. The ADM contains the majority of the KZN-endemic Natal Sour Sandveld grassland type, and hence has a very important role to play in terms of ensuring its conservation.

Despite their biodiversity value, grasslands are poorly protected. Internationally only 1.4% of grasslands are protected, the lowest of any terrestrial vegetation type. In South Africa less than 2% of the Grassland Biome is protected, the majority of this being made up of mountain grasslands in the Drakensberg. Almost no lower-lying grasslands are protected. One of the reasons for the lack of grassland conservation relates to the high agricultural potential (and hence high land value) of grassland areas. **The ADM has the smallest area under protection of any District Municipality in KZN.**

To make matters worse, grasslands are under considerable threat with the majority of this biome having already been transformed by agriculture, mining, alien plant invasion and infrastructural development. In many countries and areas virtually all grasslands have disappeared. Many of the low-lying grasslands within the ADM have been lost or degraded

through the same factors thus making the remaining grasslands very important. The ADM is also fortunate in that the higher-altitude grasslands are relatively less impacted (approximately 30% transformed) thus providing opportunities for conservation and economic development based on ecotourism and sustainable use.

On a positive note government and international NGO's are starting to recognize the necessity for urgent action to protect grasslands and there are many opportunities to obtain funding for projects to link grassland conservation and development.

6.2 FAUNA

In Amajuba the game species that are suited to the different BRG's are described in the table below.

TABLE 7: Game Species that are Suited to the Different Bio-resource Groups in the Amajuba District Municipality Area

BRG number	Description
8	Game species that do well in this BRG are blesbok, eland, common reedbuck, mountain reedbuck, grey rhebuck, oribi, black wildebeest, red hartebeest, with grey duiker and bushbuck on forest verges. Common reedbuck have benefited from the extensive winter pastures in this BRG.
9	Game species that do well in this BRG are blesbok, eland, common reedbuck, mountain reedbuck, grey rhebuck, oribi, black wildebeest, red hartebeest, with grey duiker and bushbuck on forest verges. Common Reedbuck have benefited from the extensive winter pastures in this BRG. Springbok were not originally found in this BRG, but could perform satisfactorily here.
11	Game species include black wildebeest, red hartebeest, blesbok, oribi, common reedbuck with grey duiker and bushbuck in forest areas.
12	Game species suited to this area include black wildebeest, red hartebeest, springbok, steenbok, blesbok, mountain reedbuck, common reedbuck, grey duiker, oribi and zebra.
13	Game species suited to this BRG include blesbok, springbok, red hartebeest and black wildebeest in the grassland areas, and steenbok, zebra and impala in areas invaded by woody species.
14	This BRG has a low potential for game species but these could include blesbok, springbok and black wildebeest. Because of the fragility of the veld numbers would have to be limited and animal and veld performance carefully monitored.
18	With the bush encroachment that is the main feature of this BRG, the introduction of browsers in the form of goats and game can raise the potential for animal production, utilising the grassland with grazing animals and the woody species with browsers. Management of a high quality is necessary to successfully apply this type of farming. There is a potential for game farming, as the success of the Weenen Game Reserve indicates, and a wide range of species can be considered. Based on the results in this game reserve, game species include black and white rhino, blue wildebeest and impala (the latter two providing the veld is in good condition), buffalo, bushbuck, bushpig, eland, giraffe, grey duiker, red hartebeest, waterbuck [Weenen G.R.], klipspringer [rocky areas], kudu, mountain reedbuck, common reedbuck, steenbok, zebra, warthog and ostrich. The opportunity for tourism can be considered by land owners, because most of this BRG is ideally suitable, with ready access from the main centers of the Province.

Oribi antelope exist in the south-western regions of the DM. Their habitat is threatened by land transformation due to the land being of good agricultural potential.

The breeding habitats of Wattled Cranes are in marshes and grasslands and there are several of these sites in the District. According to Udidi (2003, p15), direct threats to the Crane Breeding sites are:

- Drainage for ridge and furrow agriculture;
- Damming to provide irrigation;

- Recreational water; and
- Forestry.

6.3 C-PLAN AND MINSET

The first product of the conservation planning analysis in C-Plan is an irreplaceability map of KwaZulu-Natal. This map is divided into 2 by 2 km grid cells called 'planning units'. Each cell has associated with it an 'Irreplaceability Value' which is one reflection of the cells importance with respect to the conservation of biodiversity. Irreplaceability reflects the planning units ability to meet set 'targets' for selected biodiversity 'features'. The irreplaceability value is scaled between 0 and 1.

a. Irreplaceability value – 0

Where a planning unit has an Irreplaceability value of 0, all biodiversity features recorded here are conserved to the target amount, and there is unlikely to be a biodiversity concern with the development of the site.

b. Irreplaceability value – 1

These planning units are referred to as totally irreplaceable and the conservation of the features within them are critical to meet conservation targets.

These areas are indicated on the SDF map with seven such areas in the ADM.

c. Irreplaceability value > 0 but < 1

Some of these planning units are required to meet biodiversity conservation targets. If the value is high (e.g. 0.9) then most units are required (few options available for alternative choices). If the value is low, then many options are available for meeting the biodiversity targets.

6.4 IDENTIFIED KEY ISSUES

The following key issues have been identified:

- The small amount of formally conserved land in the DM.
- Several C-Plan areas of irreplaceability falling outside of formally conserved areas.
- The loss of natural forests through invasion of alien plant species.
- Land reform settlements in environmentally sensitive, inaccessible and highly erosive mountainous areas in the eMadlangeni municipality.
- Pressure for residential and tourism developments in the mountainous areas of the ADM.

6.5 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS/ OPTIONS

The following spatial objectives and strategic intervention options have been identified:

- The implementation of the ADM's *Mountainous Areas Nodal Study*.

- Support for the eKangala Grassland Trust's initiatives to conserve grassland areas of significance with farmers and land owners.
- Protection of wetlands, particularly those identified by Begg.
- Encouraging land reform in areas identified in the Area Based Plan which takes cognisance of the natural environment.
- Encouraging KZN Wildlife's Stewardship

7.0 ENVIRONMENTAL CONSERVATION

7.1 FORMALLY CONSERVED AREA

7.1.1 FORMALLY CONSERVED AREAS

There are only two formally conserved areas within the Amajuba DM, namely the Chelmsford Nature Reserve bordering the Ntshingwayo dam (57 km²), and the Ncandu Nature Reserve (12 km²).

Developments within these areas are planned and implemented by KZN Wildlife in accordance with management and development plans, subject to authority granted by DAEA and the DEAT.

Both of these protected areas are of very high conservation value. Chelmsford Nature Reserve is the only protected area to conserve the endemic vegetation type known as Natal Sour Sandveld (Acock's Veld Type 66) and protects the single largest oribi population in South Africa (approximately 170 animals (oribi are classified as Endangered)). Ncandu Nature Reserve protects important patches of Northern KZN Mistbelt Forest and the source of the Ncandu River. Ncandu also has a dwarf chameleon that may be a new species and that is not known from anywhere else.

7.1.2 CONSERVANCIES

There are several registered conservancies in the Amajuba DM. According to the Amajuba SEA (Udidi, p19), some of these have been developed with the tourism sector in mind, while others are purely for conservation purposes.

Conservancies within the Amajuba DM include:

- Schuilkliip;
- Balele Bawaria;
- Doornberg;
- Hattingspruit; and
- Sunset Rest.

Membership of a conservancy by farmers is on a voluntary basis.

7.1.3 CONSERVATION ZONE

The area for potential conservation within the EMZ is substantial and extends into the Approaches Zone. The

Conservation Zone will maintain these pockets of potential conservation areas within the AZ. The areas covered by this zone were determined using the Bioregional plans of Ezemvelo KZN Wildlife and eKangala Grassland Project C-Plans. These Bioregional plans highlight areas of biological diversity that are irreplaceable and as such require protection from particular forms of development. Linkages to those plans are reflected in the AZ and other land use control mechanisms such as buffers around rivers, streams, wetlands and large storage dams. These have been included in the Conservation Zones so as to limit potential negative impacts of development on these natural features.

It is further recommended that the Strategic Interventions, as proposed in Chapter 4 of the Policy, be reviewed and incorporated into this section under the Spatial Objectives and Strategic Interventions/Options.

7.2 MONUMENTS AND ARCHITECTURE

7.2.1 MONUMENTS

The following are located in the Newcastle municipality:

TABLE 8: Formally protected sites in the Newcastle municipality

NEWCASTLE MUNICIPALITY		
Heritage Resource	Landmark Status <i>Heritage (section 37); Provincial (section 38)</i>	Erf / Farm No.
1. Town Hall, Scott Street, Newcastle District	Provincial	Lot 433 Newcastle
2. Old Carnegie Library, Voortrekker Street, Newcastle District	Provincial	Rem of Lot 435 Newcastle
3. Old Magazine, Scott Street, Newcastle District	Provincial	Lot 13051, Newcastle (figure ABCD on Diag. SG 2570/1977)
4. Fort Amiel, Fort Street, Newcastle District	Provincial	Lot 4589 Newcastle (Extension 22)
5. Buffalo River Bridge, Farms Milton 1007 and Kromellenboog 170, Newcastle District	Provincial	Portions of farms Milton 15007 and Homer 8692, County of Klip River
6. Old Residency, 96 Allen Street, Newcastle	Provincial LISTED	Lot 11902 Newcastle
7. Old State School, Albert (Cnr Havelock) Street, Charlestown	Provincial LISTED	Lot 199 Charlestown
8. Old Court House, Holland Street, Charlestown	Provincial LISTED	Rem of Lot 312 Charlestown
9. Battlefield, Farm Majuba North 11267, Newcastle District	Heritage	Farms Majuba North No.11267, Majuba South No.10614 and Laing's Nek A, No.8441, Klip River County
10. Majuba Battlefield: Conservation Area, Farm Majuba North 11267, Newcastle District	Heritage CONSERVATION AREA (unproclaimed area of Farm Majuba North No.11267)	Farms Majuba North No.11267
11. O'Neill's Cottage, Farm Stonewall 3109, Newcastle District	Heritage	Rem of Sub 5 farm Stonewall No.3109 County of Klip River
11. St Dominic's Academy Pavilion, St	Heritage	Consolidated Lot 382, Newcastle

NEWCASTLE MUNICIPALITY		
Heritage Resource	<i>Landmark Status</i> <i>Heritage (section 37);</i> <i>Provincial (section 38)</i>	Erf / Farm No.
Dominic's Street, Newcastle		Township
12. Hilldrop House, Hilldrop Road, Newcastle	Heritage	Sub 36 (a sub of 1) of the farm Bosch Hoek 3345, County of Klip River
13. Kliphuis, 64 Voortrekker Street, Newcastle	Heritage LISTED	Erf 679 Newcastle

The following are located in the eMadlangeni municipality:

TABLE 9: Formally protected sites in the eMadlangeni municipality

EMADLANGENI MUNICIPALITY		
Heritage Resource	<i>Landmark Status</i> <i>Heritage (section 37);</i> <i>Provincial (section 38)</i>	Erf / Farm No.
1. Pieter Lafras Uys Monument and Grave, Church Street, Utrecht	Provincial	Lot 190 Utrecht (situated on)
2. Old Residency, 60 Church (Cnr van Rooyen) Street, Utrecht	Provincial	Erf 186 Utrecht
3. Magistrate's Court, 57 Voor Street, Utrecht	Provincial	Portion of Erf 190, Utrecht
4. Town Hall, 55 Voor Street, Utrecht	Provincial	Rem of Erf 188 Utrecht
5. Old Powder Magazine, President Street, Utrecht	Provincial	Portion of Lot 739 Utrecht
6. Blood River / Ncome Battlefield, Farm Vechtkop 168, Utrecht District	Heritage	Portion of the Township of Blood River, on Rem of Charl Cilliers of A of Vechtkop 168, District of Utrecht
7. Dutch Reformed Church, 50 Church (Bloem) Street, Utrecht	Heritage	Erven 236, 237 & 238 Utrecht
8. George Shaw House, 67 Church Street, Utrecht	Heritage	Erf 246 Utrecht
9. Rothman House, 65 Church (Cnr van Rooyen) Street, Utrecht	Heritage	Erf 244 Utrecht
10. Dirk Uys House, 61 Church Street, Utrecht	Heritage	Sub 3 of Lot 242 Utrecht
11. Old Dutch Reformed Church Parsonage (De Oude Pastorie), Church (Cnr Loop) Street, Utrecht	Provincial	Sub 1 of Erf 192 Utrecht

7.2.2 ARCHITECTURE

There are numerous examples of Voortrekker, British and Indian architecture in the urban centres of the municipality.

7.3 IDENTIFIED KEY ISSUES

The following key issues have been identified:

- Insufficient areas under formal conservation.
- Vandalism and looting of war graves and monuments.
- Ineffective control over buildings older than 60 years due to lack of human resources.

7.4 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS/ OPTIONS

The following spatial objectives and strategic interventions have been identified:

- The spatial referencing of all monuments and buildings of historical significance by the ADM and Amafa.
- Negotiations with land owners for the inclusion of land of conservation potential into conservation initiatives by organisations like the eKangala Grasslands Trust and KZN Wildlife.

8.0 HUMAN SETTLEMENT

8.1 LOCATION AND DESCRIPTION OF LAND USES

The following table summarises the land uses in the ADM (Sabalala, 2007):

TABLE 10: Estimated major land use categories in the ADM

TOTAL AREA (ha)		693 769
	Association	8 605
	Board	123
	Church	313
	Education	11 237
	Trust	121 756
	Private	351 466
	Commercial	110 881
	Municipal	9 450
	State Land	16 613
	Traditional Authority	29 083
	Transnet	430
	Conservation	645
	Unknown	33 168
SETTLEMENT AREAS		17 759
	Association	331
	Church	22
	Trust	946
	Private	1 169
	Commercial	8 147
	Municipal	10
	State Land	622
	Traditional Authority	4 752
	Transnet	34
	Unknown	1 724

TABLE 11: Land Ownership Profile by Major Types (2007)¹

Ownership category	Area (ha)	%
Private individuals	349,368	51%
Trust	121,832	18%
Commercial (company)	110,882	16%
Sub-total	584,103	84%
Traditional Authority	28,953	4%
State land (including Municipal	26,058	4%
Other (conservation, education, parastatal etc)	52,560	8%
Total	961,674	100%

8.2 DEVELOPMENT NODES

Large undeveloped areas can be preserved by concentrating development in strategically located nodes. Nodes should provide a wide variety of accommodation types and facilities across the nature orientated and facility orientated spectrum. Access to and within these nodes requires planning as well as the provision of services.

8.3 POVERTY LEVELS IN WARDS

The ADM initially battled to develop a poverty classification system for the wards in the municipality. After some research, the KwaZulu-Natal Provincial Index of Multiple Deprivation (PIMD)(2001) was identified as the most suitable tool for identifying poverty levels. It does, however, have its own weaknesses in that it only provides information about relative levels of deprivation within KwaZulu-Natal. Neither the KwaZulu-Natal PIMD (2001) scores nor ranks can be compared with the PIMD's of other provinces. Similarly the domain ranks cannot be compared with the domain ranks of other provinces.

In terms of how it was determined, the PIMD (2001) was constructed by combining the five transformed domain scores with equal weights. The five domain indices are as follows:

- Income and Material Deprivation;
- Employment Deprivation;
- Health Deprivation;
- Education Deprivation; and
- Living Environment Deprivation.

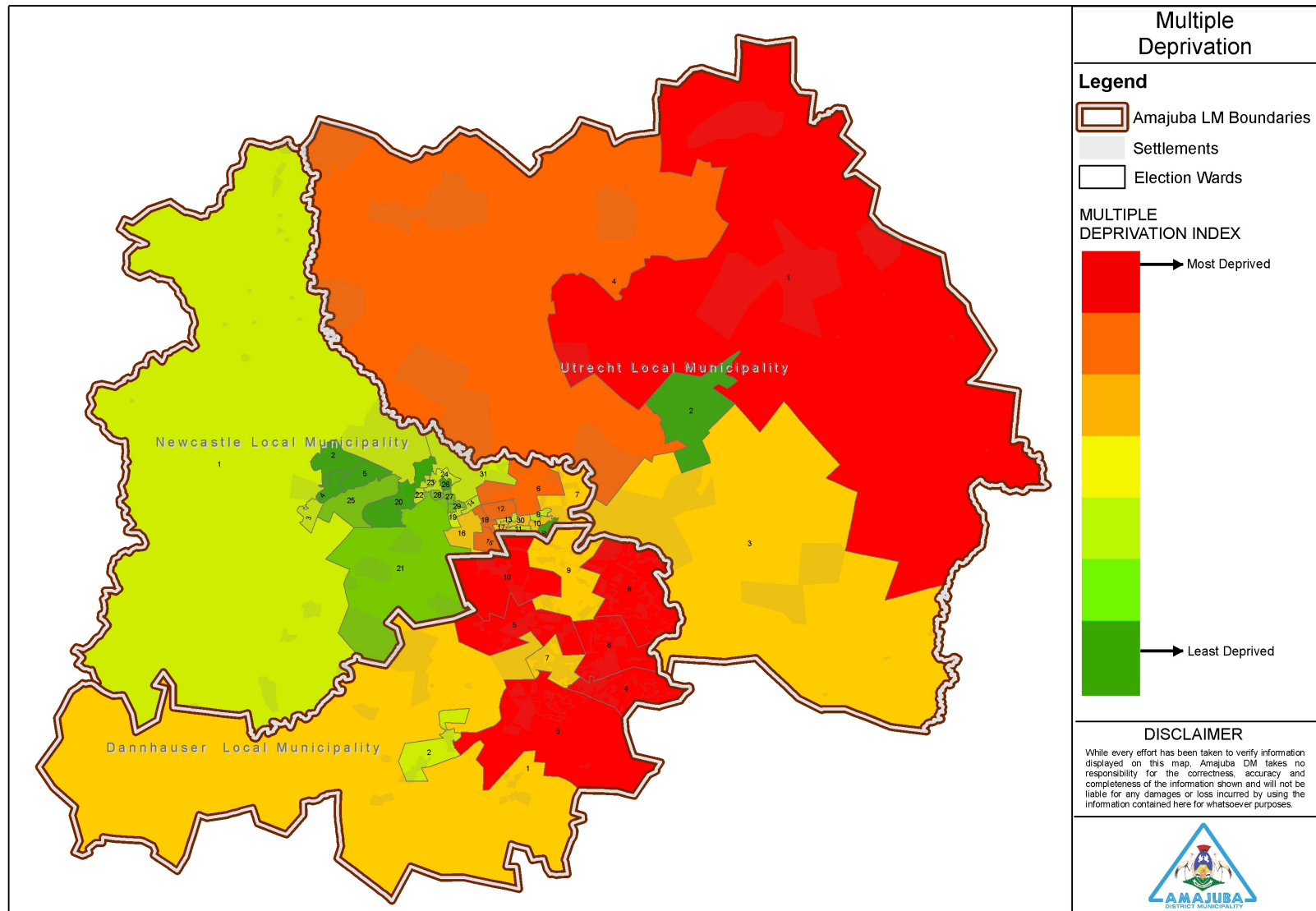
The following table and map summarises the levels of deprivation per ward:

¹ Note there are slight differences in data in various tables in this report due to inconsistencies in cadastral information downloaded from the Deeds Registry and the subsequent consolidation thereof.

TABLE 12: Multiple-deprivation per Ward

WARD NO	2001	2010	MUNICIPALITY
1	160	MOST DEPRIVATION	eMadlangeni
3	436	HIGH DEPRIVATION	eMadlangeni
2	647	LEAST DEPRIVATION	eMadlangeni
4	320	VERY HIGH DEPRIVATION	eMadlangeni
31	475	LOW DEPRIVATION	Newcastle
2	748	LEAST DEPRIVATION	Newcastle
6	345	VERY HIGH DEPRIVATION	Newcastle
20	668	LEAST DEPRIVATION	Newcastle
7	500	HIGH DEPRIVATION	Newcastle
5	740	LEAST DEPRIVATION	Newcastle
24	532	LOW DEPRIVATION	Newcastle
4	714	LEAST DEPRIVATION	Newcastle
25	548	VERY LOW DEPRIVATION	Newcastle
23	516	LOW DEPRIVATION	Newcastle
26	629	LEAST DEPRIVATION	Newcastle
22	508	LOW DEPRIVATION	Newcastle
27	594	VERY LOW DEPRIVATION	Newcastle
28	552	VERY LOW DEPRIVATION	Newcastle
21	551	VERY LOW DEPRIVATION	Newcastle
14	522	LOW DEPRIVATION	Newcastle
3	735	LOW DEPRIVATION	Newcastle
12	325	VERY HIGH DEPRIVATION	Newcastle
29	573	VERY LOW DEPRIVATION	Newcastle
18	394	VERY HIGH DEPRIVATION	Newcastle
19	500	LOW DEPRIVATION	Newcastle
8	466	LOW DEPRIVATION	Newcastle
16	421	HIGH DEPRIVATION	Newcastle
13	497	LOW DEPRIVATION	Newcastle
30	406	HIGH DEPRIVATION	Newcastle
10	412	HIGH DEPRIVATION	Newcastle
9	600	LEAST DEPRIVATION	Newcastle
17	447	HIGH DEPRIVATION	Newcastle
11	534	LOW DEPRIVATION	Newcastle
15	364	VERY HIGH DEPRIVATION	Newcastle
1	442	LOW DEPRIVATION	Newcastle
1	358	HIGH DEPRIVATION	Dannhauser
4	191	MOST DEPRIVATION	Dannhauser
3	154	MOST DEPRIVATION	Dannhauser
9	352	HIGH DEPRIVATION	Dannhauser
10	334	MOST DEPRIVATION	Dannhauser
8	221	MOST DEPRIVATION	Dannhauser
5	104	MOST DEPRIVATION	Dannhauser
6	258	MOST DEPRIVATION	Dannhauser
7	300	HIGH DEPRIVATION	Dannhauser
2	599	LOW DEPRIVATION	Dannhauser

(Source: KwaZulu-Natal Provincial Index of Multiple Deprivation (2001) as amended by the ADM for the new ward boundaries in 2010)



8.4 IDENTIFIED KEY ISSUES

The following key issues have been identified, namely:

- The productive agricultural land area is about 608,862 hectares. Thirty percent of this area amounts to 182,659 hectares. Some 73,212 hectares has already been transferred, either through government redistribution programmes (about 54,461 ha) or through private transactions (18,600 ha), leaving 109,447 hectares to be transferred to achieve the objective. Currently there is an area of about 210,883 ha which is either subject to restitution claim redistribution projects underway or for Labour Tenant claims. It would be in all stakeholders' interests to concentrate on resolving these outstanding projects as speedily as possible.
- Good to high potential land make up 105,847 hectares or only 15.3% of the total area. Of this only 6,000 ha is irrigated. This shows that the ADM has a somewhat limited agricultural potential and one that requires careful management for success. The conclusion therefore is that good potential agricultural land needs to be kept productive and lower potential land will have to be well managed (i.e. not overstocked) to conserve the limited production potential that does exist.
- The area under unresolved gazetted restitution claim amounts to 151,937 ha, involving 826 farms
- The total estimated number of formally employed households in the agricultural sector, who would ultimately require secure tenure rights, is 3,846. In addition it is estimated that there could be an additional 5,873 households that need their security of tenure addressed so as to pursue household livelihood strategies.
- The average land prices per hectare for 2005, 2006 and 2007 were R 1,551, R 1,758 and R 1,692 respectively; with the level of market activity in decline over the 2004 to 2006 period (area transacted having declined from 37,127 ha in 2004 to 15,040 ha in 2006). This is possibly ascribed to unresolved restitution claims, the high level of labour tenant claims and rising interest rates.
- The importance of a vibrant efficient market for land (and land rights) for a Municipality is in assuring a system that promotes economic growth and investment through an institutional system (the mores and practices of society in the treatment of property rights) that create incentives to invest in productive use of land, promotion of equity (fairness) considerations and economic growth to benefit the local economy and the communities the municipality serve.
- Renting or leasing of agricultural land can become an important instrument in addressing access to land by the poor and is a means of achieving equity and fairness. An institutional system that is supportive of a rental market based on voluntary arrangements should contribute to economic growth and enable those not endowed with the wealth to purchase land immediately to climb the ladder of economic prosperity.
- The pursuit of the LED projects identified by Amajuba and assistance to land reform beneficiaries to be integrated into these initiatives will contribute to the integration with the provincial and municipal development frameworks but should also contribute to sustainability and inter-government relations.
- The total quantity of housing stock under construction and planning is 15,891. The total area is circa 450 ha. Additional possible demand for new housing stock will be about 9,500 per year for five years with land required of the order of 267 ha per year, all on the periphery of centres of employment (Newcastle, Madadeni, Utrecht and Dannhauser).
- Consideration needs to be given when developing projects and institutional structures for flexibility to accommodate the needs and likely aspirations of future generations. Beneficiaries should not be locked into

investments forever and mechanisms for exiting investments should be provided for. Not all younger people wish to hold on to investments in agricultural or rural land but would rather have security of tenure in a city where they work and live. A land market therefore allows for aspirant farmers to acquire sufficient land over time to become commercial scale ventures.

- There are case studies of redistribution projects which have not achieved the objective of sustainable agricultural ventures but have become places of rural housing, which creates difficulty in the provision of municipal services.
- Future land reform projects should be located in accessible areas of the district on land with the potential to be viable under different forms of production. Locality should follow the national and provincial spatial planning principles.
- In the identification of future land reform projects the following distinction should be made:
 - households currently using land for residential and subsistence use(72% farm dweller survey);
 - households currently using land for residential purposes only (28% farm dweller survey);
 - no households interviewed are using land for commercial production purposes (farm dweller survey)
- Based on the farm dweller survey the following land demands were noted:
 - 70% of the households need land for security reasons including subsistence, housing and grazing;
 - 30% of the households indicated the need for land for commercial farming purposes;
- In future land reform projects DLA should take into account these different land needs by households in order to avoid non-viable and sustainable projects being implemented;
- Each of the above land demand categories should be linked to appropriate models for land acquisition to ensure sustainability.
- For land reform projects that will take up hectares of productive land it is important that they are located on areas of high potential, with good access to markets and the necessary support to ensure viability;
- For land reform projects that require land for residential purposes, it is important that these are located in identified nodes and corridors to ensure that municipalities are able to provide services and opportunities for economic growth and development as contained in the NSDP principles and the district SDF;
- For land reform projects that require land for subsistence purposes, it is important that clarity is reached on the type of farming activities and the numbers of people to be settled on the land. Once this has been established then appropriate land can be located to accommodate this type of development where strict controls are placed on numbers of households and livestock.

8.5 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS/ OPTIONS

The ABP identifies several land reform intervention areas, including amongst others:

- Wit Umfolozi; and
- Alcock's Spruit/ Koppie Alleen.

9.0 PUBLIC SERVICES AND INFRASTRUCTURE

9.1 GENERAL INFORMATION AND INFRASTRUCTURE

The highest level of infrastructure provision is focussed on the erstwhile TLC areas within the ADM. Areas of higher need are on the peripheries of these areas as well as in the Ingonyama trust and rural farming areas.

9.2 SEWERAGE DISPOSAL SERVICE STANDARDS AND STATUS

9.2.1 CENSUS INFORMATION

According to the STATSSA (2007), about 52% of the households in Amajuba DM area have flush toilets that are connected to a sewerage system of some type, an improvement of 7% on the 2001 Census figures, and an improvement of 16% on the figures from 1996. The 2007 figures also indicate only 3.6% of households in the ADM do not have any form of sanitation which is a 3.4% improvement on the 2001 figures.

There are, however, wide variations within the district.

- 24% of households in the eMadlangeni municipality do not have access to any form of toilet facilities which is a 20.6% improvement on the 2001 figures.
- 76.7% of households within the eMadlangeni municipality are below the basic level of service (backlog).
- 76.5% of households within the Dannhauser LM are below the basic level of service (backlog).
- Out of the three municipal areas, the highest level of service is found in Newcastle Municipality, where almost 97% of households have either flush or chemical toilets or pit latrines.

While the statistics reflect that a substantial proportion of the households in the ADM have adequate sanitation, it has, however, been noted from comments and needs analyses done within wards, that pit latrines are not ideal and many of them are full, thereby exacerbating the problems associated with poor sanitation.

TABLE 13: Access to Sanitation

Category	Newcastle	Emadlangeni	Dannhauser	Total
Flush toilet (connected to sewerage system)	46110	1769	2288	50167
Flush toilet (with septic tank)	915	193	212	1320
Dry toilet facility	7450	181	2729	10359
Pit toilet with ventilation (VIP)	9082	376	3685	13143
Pit toilet without ventilation	11429	1421	8835	21685
Chemical toilet	429	-	-	429
Bucket toilet system	310	-	-	310
None	2061	1269	308	3638
Total	77786	5208	18057	101051

(Source: STATSSA, 2007)

9.2.2 REVISED WSDP (2005) REVIEW

The process for the review is summarised above. In accordance with the Revised WSDP, in order to eradicate the Sanitation backlog by 2012, an allocation of R20 million is required per annum. The backlog in 2002 was estimated at 89% or 26 000 customers.

The WSDP notes that the majority of the sanitation projects which were completed in the FY2003 to FY2005 with the Amajuba MIG funding were situated in the Newcastle Municipality and therefore did not result in a reduction of the Amajuba WSA sanitation backlog.

A WSDP review is currently being prepared and should be finalised later this year. Like the previous WSDP Reviews, this includes, amongst others:

- Bulk infrastructure development; and
- Waste water treatment.

9.3 WATER SUPPLY AND RETICULATION STANDARDS AND STATUS

9.3.1 CENSUS INFORMATION

The table below indicates the levels of access to water in Amajuba DM as measured in the 2007 Neighbourhood Survey (STATSSA, 2007).

TABLE 14: Access to Water

	HOUSEHOLDS	%
Piped water inside the dwelling	40938	40.5
Piped water inside the yard	23952	23.7
Piped water from access point outside the yard	24043	23.8
Borehole	7908	12.0
Spring	676	
Dam/pool	433	
River/stream	1515	
Water vendor	189	
Rain water tank	344	
Other	1055	
Total	101053	100

(Source: STATSSA, 2007)

The figures generated from the MIG-MIS backlog figures (2009) are more accurate than the above and differ slightly:

- 50,6% of households have piped water supply either to inside the home or on site which is an improvement on the 50% indicated in last year's IDP;
- 17,1% of households rely on community stand pipes within 200m which is an improvement on the previous 12%;
- 13,5% of the households use community standpipes over 200m which is an improvement from the 15.6% previously indicated;
- 12,1% of households are reliant on boreholes or springs as opposed to the previous 12%;

- 6,7% of households are reliant on other sources of water which has improved from the 7.6%. The quality of the water obtained from these sources is unknown and cannot be guaranteed, thus possibly leading to health problems.

While it appears that a large percentage of households have access to sources of water, it cannot be confirmed that these households have access "to a secure source of water for human consumption". Many people have to travel a distance to collect water from a public tap. Further, while it is apparent that a large percentage of households have access to a tap, the quality of this water cannot, based on available information, be commented on, and, many households only have access to borehole water.

Despite the relatively high level of water provision, the figures hide wide disparities among the three local municipalities. Up to 91% of households with piped water supply either to dwelling or on site are in Newcastle Municipality, while 46% of households in Utrecht Municipality are reliant on natural and other water supplies. Almost 20% of households in Dannhauser Municipality are reliant on natural and other water supplies.

The Amajuba Internal backlog monitoring database indicates that the following has emerged in terms of access to water within the Amajuba WSA area of jurisdiction:

TABLE 15: Access to Water

DISTRIBUTION		
STANDARDS	DANNHAUSER	EMADLANGENI
Below basic level of services (backlog)	45.0	75.7
Basic level of service	47.0	7.3
Above basic level of service	8.0	17.0
Total	100.0	100.0

(Source: Amajuba Internal backlog monitoring database , 2009)

Positive outcomes for Dannhauser are as follows:

- Backlog data has improved from a 73.5% backlog in last year's IDP, to a 45% backlog which is as a result of several reticulation projects on the Buffalo Flats;
- Households enjoying basic levels of services have also improved from 19% in last year's IDP to 47%.
- Households above the basic levels of service have improved marginally over the past year from 7.5% to 8%.

The figures for the eMadlangeni municipality have largely remained unchanged over the past year. The situation will, however, improve with the construction of the eMadlangeni bulk pipe line.

In terms of the finding of the Baseline Data Study, Utrecht is currently the most challenged municipality with a backlog of

76%. In 2001, Dannhauser was the most challenged municipality with a backlog of 73% of households with no water connections. Newcastle on the other hand is the municipality with the highest percentage of households with water connections. It must be noted that the figures generated by the Amajuba Baseline Data Study indicate that the water provision levels to RDP standards are worse than the figures generated by the 2001 Census.

9.3.2 REVISED WSDP (2005) REVIEW

The original Amajuba WSDP, which was prepared in April 2003, proposed a capital expenditure on water service projects of R125 million for the period up to and including the 2005 financial year. A number of these water projects as well as sanitation projects were implemented during this period to the value of approximately R52 million (R40 million for water and R11 million for sanitation). According to the WSDP document, the backlogs were eradicated by 19% or 4 800 customers within the three year period, culminating in a backlog eradication rate of 6% per annum.

From the latest WSDP document that has been under review during the 2005/6 financial year, it is concluded that R295 million of capital funds is required to eradicate the water and sanitation backlogs in the DM. Of this total, R195 million is required to eradicate the water services backlog by 2009 in line with government's targets. This means that in order to meet the targets set for the eradication of water backlogs, R70 million is needed per annum until 2009.

9.4 WASTE/ REFUSE REMOVAL SERVICE STANDARDS AND STATUS

9.4.1 CENSUS INFORMATION

In 2001, 44% of households in the DM had no access to solid waste removal. Of the three LM's, the largest portion of the backlog of 90% occurred in the Dannhauser Municipality. In terms of the 2007 figures, this has improved to a mere 6% of the ADM's households having no access to solid waste removal. Overall approximately **60%** of households have access to refuse removed by the local authority (STATSSA, 2007).

While 90% of households in the district receive a weekly (or other) refuse removal service from the municipality, there are spatial disparities in the provision of services:

- Only 12% of households in Dannhauser receive municipal waste removal, while 72% make use of their own refuse dump. 13% of households in the municipality do not have any form of waste disposal;
- In the eMadlangeni municipality only 34% of households have municipal refuse removal, while 47% make use of their own

dumps. 17% of households do not have any form of waste disposal.

- Only 73% of households in the Newcastle municipality receive municipal waste removal, while 18% make use of their own refuse dump. A mere 4% of households in the municipality do not have any form of waste disposal;

TABLE 16: Access to Refuse Removal

	Municipality Weekly	Municipality Other	Communal Dump	Own Dump	No Disposal
2007	60358	729	4288	29533	6133
2001	53671	697	788	34760	6754
1996	42384	1436	968	25163	3375

9.4.2 SOLID WASTE PLAN

A detailed analysis of the refuse collection and waste management in general in the district is contained in the Integrated Waste Management Plan compiled by Amajuba District Municipality, dated 2003. This plan is currently under review and should be finalised by August 2009.

The Solid Waste Plan (2003) recommended that the most viable refuse collection option was for the *status quo* to remain whereby there is no regional disposal site and that the LM's collect refuse in their municipal area. This approach is currently under review.

9.5 TELECOMMUNICATIONS AND INTERNET ACCESS

The highest proportion of households with access to **telephones** in the district is located in the Newcastle municipality with a figure of 17%. Conversely, only 3% of households in the Dannhauser municipality have access to fixed line telephones.

Within the ADM and at a local municipality level, the proportion of households with access to **cell phones** are very similar ranging from 74% of households in Newcastle and eMadlangeni to a surprisingly high figure of 76.5% in Dannhauser.

In terms of the **internet**, the Newcastle urban area is well served by several broadband technologies, including ADSL, 3G/HSDPA, Wireless ISP's and soon Neotel. However, both the Dannhauser and eMadlangeni areas currently have no ADSL and only poor 3G/HSDPA coverage. In these areas, people have to use dial-up or expensive leased lines and in some rural areas, such as KwaMdakane, dial-up and leased lines are not even available, with Telkom having no intention of rolling out these services.

At a local municipality level the percentage of households with access to internet ranges from a low of 1.6% in Dannhauser to a high of 3.3% in Newcastle. The Newcastle area has the highest proportion of households with access to computers with a figure of 11.1%. The

comparative figures for eMadlangeni and Dannhauser are significantly lower at 8.3% and 2.2% respectively.

9.6 ELECTRICITY SUPPLY CONDITION

9.6.1 CENSUS INFORMATION

The 2007 STATSSA Neighbourhood Survey information indicates that 79.4% of households in the ADM make use of electricity for lighting. These figures indicate that approximately 10 000 more households are receiving electricity in 2007 than were receiving electricity in 2001.

There are, however, differences across the ADM:

- 41% of households in the eMadlangeni municipality make use of electricity, while 53% make use of candles for lighting;
- 82% of households in the Dannhauser municipality make use of electricity, while 16% make use of candles for lighting; and
- 81% of households in the Newcastle municipality make use of electricity, while 15% make use of candles for lighting;

TABLE 17: Access to Electricity for Lighting

	Electricity	Gas	Paraffin	Candles	Solar	Other
2007	80236	152	3104	16988	81	490
2001	70084	570	1090	24466	54	308
1996	53737	310	1566	18166	-	7

(Source: STATSSA, 2007)

In terms of the electrification achievements for the district during the period 2002 to 2005, 14 200 grid electrification occurred. This indicates that:

- The electrification backlog was reduced 58% from 24411 to 10 211 households.
- 1 800 household connections per annum per LM, including Utrecht which has a very small backlog, was achieved.
- The ADM exceeds the provincial achievements per LM of 560 connections by more than three times.
- The ADM is not a nodal municipality and receives no preferential treatment. This makes the achievement for the DM more significant.

9.6.2 ELECTRICAL SUPPLY DEVELOPMENT PLAN

The purpose of the ESDP is to formulate a rational basis for extending grid and non-grid electricity service supply to the population of the Amajuba District Municipality within as short a time as possible, within the national as well as provincial electrification guidelines and budget available.

In terms of the ESDP, the following regarding the future of the electrification process was identified:

- The electrification process is in a state of change and the past two years were a very uncertain period with a number of policy and responsibility changes that resulted in service delivery suffering. In Amajuba only 350 new consumers received electricity supply in 2005/2006 financial year.
- The ESKOM budget allocation was reduced from 30 000 to 12000 household connections for KZN in 2005/6. This reduction resulted in only projects that were already committed being implemented with no new projects.
- The reason for this cut was due to the anticipated change over of the electrification responsibility from DME to DPLG. From the 2006/7 financial year, electrification and bulk infrastructure creation funding would form part of the MIG programme.
- In December 2005 the Cabinet however decide to postpone this decision until the REDS are operational and DME retained the electrification responsibility.
- Municipalities with own supply licenses and the capacity to do electrification as well as ESKOM receives funding from DME to do electrification projects.
- Due to the uncertainty about funding allocations, projects will be prioritised by priority only and not by date. As such, as funding becomes available, the next priority per municipality will be the next project done.
- President Mbeki indicated in his state of the nation address that he would like all South Africans to have access to electricity by 2012.
- ESKOM and DME is currently preparing a Universal Access Plan (UAP) for the universal supply of electricity to all South Africans in as short a time as possible. The ESDP of Amajuba will be integrated with this plan. The ESDP will inform the IDP and the ESDP in turn will be coordinated with the UAP. The IDP priority list of projects will be implemented by ESKOM and Municipalities with own licenses.

In terms of the Regional Electricity Distributors (RED), the ADM falls within the *RED 5 Eastern* area. Much debate has been going on about the form, structure and boundaries of the REDS. At the end of October 2006 Cabinet decided that the 6 REDS will remain and that they will be public entities. Once the RED is in place, then the electrification funding will go to the District and/ or LM to facilitate electrification with the RED.

It must be noted that the backlog figures from the ESDP are based on the 2006 ESKOM Help Data settlement data figures released in September 2006. This data was prepared using the most recent aerial photographs but in some cases the aerial photos can date back to 2001. The 2001 Census data for the *Sub-Place Name Polygons* have been used to ring-fence boundaries of settlements. It is therefore believed that the settlement data used is the most recent data available and the backlog figures are thus realistic. A 10% increase between household and consumer numbers have been allowed for to compensate for possible short term population growth.

9.7 HEALTH SERVICES

There are good coverages of clinics and hospitals in the ADM, with mobile clinics addressing areas where communities have poor access to permanent facilities.

9.8 EDUCATION SERVICES

There is a relatively good coverage of both primary and secondary schools within the ADM. Some of the rural communities in Normandien and in the mountainous areas of the eMadlangeni municipality do not have as good access to these facilities, but the population densities in these areas are very low making provisions of facilities very expensive.

9.9 CEMETERIES

A Cemetery Plan was prepared by the ADM and potential sites were identified in the three LM's for use. On undertaking more detailed geotechnical studies of the target sites, it was found that the majority of them were not fully suitable for use and as such, a review of the plan was embarked upon.

9.10 IDENTIFIED KEY ISSUES

The following key issues were identified:

- There are large backlogs in water and sanitation requiring large sums of money to address within the timeframes set by government. Funding allocations are insufficient to address the backlogs within the target timeframes.
- There is a need for more and better located cemeteries due to the high death rates in the ADM which may be attributed to the high HIV/ Aids levels in the ADM.

9.11 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS / OPTIONS

The following strategic interventions are required although they may not have spatial implications:

- More funds are needed from national government to increase the roll-out of water, sanitation and electricity by the ADM.
- The development of Agri-villages in the rural and remote areas will facilitate effective service provision and would create densities that would allow for the construction of educational and health care facilities.

10.0 ECONOMIC ENVIRONMENT

10.1 SOCIO-ECONOMIC STATUS

10.1.1 TOTAL POPULATION

The following table summarises the population dynamics in the ADM area:

TABLE 18: POPULATION DYNAMICS

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
Total Pop: 1996	99 250	287 260	23 929	410 439
Total Pop: 2001	102 779	332 981	32 277	468 037
Total Pop: 2005	104 065	351 075	35 962	491 102
Total Pop: 2007 (Global Insight)	97 866	360 190	39 561	497 617
Total Pop: 2007 (Stats SA, Community Survey 2007)	91 366	327 637	23 263	442 266
Total Pop: 2008 (Global Insight)	97 602	364 244	40 316	502 162
No of H/holds (2005)	19 094	72 089	5 663	96 846
No of H/holds 2007 (Global Insight)	18 751	82 938	6 905	108 595
No of H/holds 2007 (Stats SA, Community Survey 2007)	18 057	77 786	5 211	101 054
No of H/holds 2008 (Global Insight)	19 010	84 744	7 063	110 817
Average H/hold Size (2005)	5.5	4.9	6.4	5.1
Average H/hold Size 2007 (Global Insight)	5.2	4.3	5.7	4.6
Average H/hold Size 2007 (Stats SA, Community Survey 2007)	5.1	4.2	4.5	4.4
Average H/hold Size 2008 (Global Insight)	5.1	4.3	5.7	4.5
% Growth/ annum ('01 to '05)	0.31	1.33	2.74	1.21
% Growth/ annum ('96 to '08)	-0.5	1.7	4.1	1.4

According to the Baseline Data Study, there has been an increase in the total population of all of the municipalities in the period 2001 to 2005. This trend changes with the data from the Community Survey (2007) which shows a decline in the total population of all three LM's in the DM. The eMadlangeni municipality shows the greatest decline (41%) while the DM shows a decline of 11%. The reason for the decline can be explained as follows:

- Out-migration due to limited job opportunities;
- The impacts of the high levels of HIV/ Aids in the ADM;
- Conservative/ inaccurate 2007 Community Survey techniques.

In terms of the number of households in the Community Survey (2007), there has been a decline in the number of households in Dannhauser, but an increase in both the Newcastle and eMadlangeni municipalities. The ADM as a whole shows an overall increase in the number of households in 2007. The Community Survey (2007) also indicates a decline in household size.

10.1.2 AGE PROFILE

The Baseline Data Study (2005) and the Community Survey (2007) indicate that the majority of the population in the ADM are between 15 and 34 years in age. The 2007 figures of the

ADM indicate, however, that there has been an increase in the population of 0 – 4 years and 5 – 14 years.

TABLE 19: Age Profiles

AGE	DANNHAUSER			NEWCASTLE			EMADLANGENI			AMAJUBA		
	2005	2007 ¹	2008 ²	2005	2007 ¹	2008 ²	2005	2007 ¹	2008 ²	2005	2007 ¹	2008 ²
0-4	11.6	13.1	12.9	7.8	11.5	10.8	6.1	10.7	10.8	8.6	11.8	11.2
5-14	25.8	26.2	27.8	22.8	23.7	21.5	14.4	22.5	20.7	22.9	24.2	22.7
15-34	36.2	34.5	32.1	38.4	36.4	38.1	33.2	36.3	37.5	37.4	36.0	36.9
35-64	21.7	21.3	21.4	26.6	23.9	25.1	39.6	26.1	25.8	26.4	23.5	24.5
65+	4.7	4.9	5.8	4.4	4.5	4.4	6.7	4.5	5.1	4.7	4.5	4.7
Total	100	100	100	100	100	100	100	100	100	100	100	100

1= Statistics SA, Community Survey 2007

2 = Global Insight, 2008

10.1.3 EDUCATION LEVELS

The 2001 Census indicates that the majority of people in the DM were in possession of a Grade 12 qualification as can be seen in the table below. This is echoed by the Baseline Study (2005) and the Community Survey (2007) figures.

TABLE 20: Education Levels of People Over 20 Years (%)

OVER 20 YEARS WITH:	DANNHAUSER			NEWCASTLE			EMADLANGENI			AMAJUBA		
	'01	'05	'07 ¹	'01	'05	'07 ¹	'01	'05	'07 ¹	'01	'05	'07 ¹
None/ basic	22.8	16.5	9.7	13.3	10.3	6.8	25.2	15.7	13.6	16.1	12.1	8.3
Primary (Grade 5)	29.5	33.4	32.3	22.5	29.8	21.7	36.2	34.1	24.0	24.8	30.9	26.2
Secondary (Grade 12)	44.3	47.4	50.8	56.0	50.3	54.5	34.1	48.7	43.7	52.1	49.5	49.5
With Higher	3.4	2.7	7.2	8.2	9.6	17.0	4.4	1.5	8.7	7.0	7.5	16.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

1= Statistics SA, Community Survey 2007

What is noted from the 2005 information is that the number of people over 20 years that have a *Basic/ None* education has decreased in all four municipalities, and this trend is repeated further in the 2007 figures.

It is also noted that only Newcastle, of the three LM's, has a larger percentage of people with *Higher* levels of education. eMadlangeni and Dannhauser have significantly lower percentages of people with *Higher* levels of education which may correlate with the closure of the mines, although these figures have improved in 2007. The ADM also represents the district municipality with the lowest percentage of the adult population without any form of schooling (completely illiterate). A total of 7.7% of the ADM population falls within this category. This figure is significantly lower than most other district municipalities within the province, apart from the uMgungundlovu DM with a similar figure of 8.1%.

10.2 CURRENT ECONOMIC EMPLOYMENT ACTIVITIES

10.2.1 AGRICULTURE

The Amajuba NSDP Pilot Project (2008) indicates that the agricultural sector plays a limited role in the provision of formal employment in the ADM and only accounts for 5.4% of total formal employment. This proportional figure is the lowest amongst the district municipalities in the province. At municipal level, the agricultural sectors play an important role as a source of formal employment in the eMadlangeni LM where it accounted for 42.8% of employment in 2007 but this figure declined somewhat from the high of 50.3% in 2001. In the Newcastle and Dannhauser LM's the agricultural sector represents only 2.7% and 9.2% of formal sector employment opportunities respectively.

In terms of the three other comparative districts outside KZN, the role of agriculture in the ADM is very similar to that of the Sedibeng and Nkangala DM's.

10.2.2 MANUFACTURING

The Amajuba NSDP Pilot Project (2008) indicates that the manufacturing sector clearly plays a dominant role in providing formal employment in the ADM accounting for 30.4% of all formal employment by 2007. This proportional figure is the highest amongst all district municipalities within the province. As can be expected the role of the manufacturing sector is most prominent in the Newcastle LM where it accounted for 34.1% of all formal employment by 2007. The comparative figures for the eMadlangeni LM and Dannhauser LM are only 1.6% and 13.1% respectively. The comparative role of the manufacturing sector in the provision of formal employment has remained relatively stable over the last decade, fluctuating at a level of around 30% of employment in the district.

In terms of other comparative district municipalities, the role of manufacturing sector in the ADM is very similar to that of the Sedibeng DM.

It should be noted that there are also certain trends prevalent within the various subsectors within the manufacturing sector. For example, the contribution of the "textile, clothing and leather goods" sub-sector as a percentage of total employment decreased from around 10% in 1996 to just over 7% in 2007. Conversely, the role of the "metal products, machinery and appliances" sub-sector as a percentage of total employment has increased slightly from 16.9% in 1996 to just over 18% in 2007.

10.2.3 TOURISM

The current tourism strategy document does not present a detailed breakdown of the economic impact of the tourism sector upon the municipality except to highlight that the annual

44000 visitors to the municipality for the Vodacom/Amajuba Winter Festival generate approximately R26m in revenue. There are no formal figures of local tourism related employment or multipliers indicating the multipliers of tourism experienced within the local economy with the exception of the rate payers levy and a related approximated injection of R700 000.00 in salaries within the entire district.

Other estimates based on the Amajuba District Municipality Strategic Business Plan indicate that Newcastle town generates approximately R116m in tourism related business per annum, with tourism related establishments generating R165m and creating 1066 jobs in the Newcastle municipality (Tourism Sector Report: 2004).

10.2.4 UNEMPLOYMENT LEVELS

The Amajuba NSDP Pilot Project (2008) indicates that in 2007 the ADM had the lowest unemployment rate amongst the district municipalities in KZN (41.9%) and this figure is also slightly lower than the comparative provincial average of 42.3%. The unemployment rate of the district peaked at 47.2% in 2003, where after it showed a decrease to 41.9% in 2007. The high levels of unemployment have been caused by a number of factors including:

- Migrant labour – it is possible that a substantial number of workers retrenched in big cities such as Johannesburg and Durban would have returned home in the district. In this case such people are then counted as unemployed in the district where they now reside, i.e. Amajuba District.
- Closure of mines - Mining has been focused on coal mining, but the majority of the collieries have closed. These include Durnacol, Spring Lake Collieries and Balgray Colliery, and Welgedacht Collieries.
- HIV/AIDS – as more people become sick they would have become incapacitated and therefore unable to continue with their respective jobs.
- Natural growth – the labour force may have grown as more young men and women complete school and are either unable to continue with their studies at tertiary level or are unable to find jobs and therefore swell the ranks of the unemployed.
- Mechanisation and growth in the services sector could have contributed to the decline in employment in the district. Analysis of the Amajuba District Municipality's levy income done as part of the 2004/2005 budget show that between 2002/2003 and 2003/2004 income from the payroll levy has declined. This confirms the notion that employment levels in the district are declining.

The study also indicates that the unemployment rate of Amajuba DM is very similar to that of the Sedibeng (43%) and

Nkangala DM's (41.1%), and somewhat higher than the figure of Gert Sibande DM (31.5%).

Both the Newcastle LM and eMadlangeni LM experienced a decrease in unemployment rate from the peak in 2003. However, in the case of Dannhauser LM, the unemployment rate increased unabatedly from 45.6% in 1996 to as much as 78% in 2007.

In terms of unemployment differences in gender identified in the Amajuba NSDP Pilot Study (2008) the following is noted:

- The male unemployment rate in Amajuba DM in 2007 was 36.7%, which is slightly lower than the figure for the total population. The unemployment rate of the male population showed a similar trend to that of the total population with decreases being recorded from the high figures in 2003 to 32.2% in 2007 (Newcastle LM) and 18.8% in eMadlangeni LM. The unemployment rate of the male population in Dannhauser LM however continued to increase to a figure of 69.6% in 2007.
- The female unemployment rate in the ADM in 2007 was 46.9%, which is somewhat higher than the figure for the total population. Although there has been a slight decrease in the female unemployment rate in Newcastle and eMadlangeni LM's from 2003 onwards, the rate for the Dannhauser LM female unemployment rate stood at a staggering 87% in 2007.

10.3 IDENTIFIED KEY ISSUES

The following key issues have been identified:

- There are extremely high levels of unemployment within the ADM;
- The agricultural, tourism, and mining sectors offer the greatest possibilities for the ADM;
- The ADM has rich but under-utilised coal deposits; and
- The ADM has developed a number of sector plans to facilitate development. Investors are now needed to initiate these projects and thereby create jobs and lower the unemployment levels.

10.4 LOCAL ECONOMIC DEVELOPMENT OPPORTUNITIES

- There are opportunities for the development of a number of agricultural activities in the ADM, namely:
 - Barley and Soya production
 - Feedlots for emerging farmers
 - Vegetable production
 - Tunnel Farming
 - Fruit and Nut cultivation
 - Intensive farming
 - Agri-processing
- There are a number of tourism opportunities in the ADM, namely:
 - Further promotion of Battlefields, fishing, hunting and birding
 - Developing tie-ins to 2010 World Cup
 - Participating in land use planning to insure better integration of tourism activities within the municipality

- Cultural tourism opportunities
- Enhance business tourism by promoting specialised products
- Tourism transport system linking
- Sports tourism
- The following manufacturing opportunities exist:
 - aluminum-based beneficiation products
 - leather goods production
 - textiles and textile products
 - automotive components
 - metal products and machinery and
 - retail

10.5 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS / OPTIONS

Key LED projects identified and approved at the Amajuba Growth and Development Summit include:

- The Amajuba Regional Agricultural Hub;
- The Amajuba Hydroponic Techno Park (60 ha);
- The Sun-dried Tomato project;
- The Cheese Factory; and
- The Amajuba Mining opportunities.

SECTION C:

CONSOLIDATED STRATEGIC FRAMEWORK

11.0 CONSOLIDATION OF KEY ISSUES, SPATIAL OBJECTIVES AND STRATEGIC INTERVENTION OPTIONS

11.1 HISTORY AND CULTURE

11.1.2 KEY ISSUES

The following key issues relate to the protection of historical and cultural assets within the ADM:

- The identification and listing of noteworthy buildings;
- Protecting of buildings over 60 years in age;
- Poor maintenance of buildings and maintenance with out of character materials;
- Painting and plastering of red brick buildings;
- Stripping buildings of doors, fireplaces, and other noteworthy items;
- Policing of transgressions.

11.1.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

Strategic interventions identified include:

- Closer working relations between the municipality and AMAFA;
- The development of tax incentives to preserve buildings of cultural and historical significance.

11.2 BIO-PHYSICAL ENVIRONMENT

11.2.1 KEY ISSUES

The following key issues have been identified:

- Further development of crops identified as having potential for future development in the ADM.
- The development of additional dams sites for irrigation.
- The protection of the higher potential agricultural land in the DM and the prevention of urban sprawl.
- The need for mentoring of land reform projects by the Department of Agriculture to prevent uncontrolled settlement as well as the loss of agricultural outputs from the DM.
- Uncontrolled or subsistence agriculture;
- Land reform programmes implemented without proper consideration of environmental factors such as the presence of sensitive areas;
- Commercial afforestation;
- Mining;
- Poorly planned and/or large scale tourism development;
- Incorrect burning practices and wildfire; and

- Alien and invasive trees (such as wattle).

11.2.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

- **Irrigation, dry land, stock farming, piggeries, poultry, dairies, feedlots projects:**
 - Conduct, as a matter of urgency, micro soil surveys along the rivers mentioned to confirm the irrigation potential of the soils.
 - Compile generic business plans for projects on the identified available land.
 - Develop terms of reference for the appointment of specialists to mentor and assist future farmers.
- **Soils:**
 - It is proposed that a micro soil survey be conducted for all the relevant proposed cultivation projects in the Agricultural Plan, as a matter of urgency, to confirm the potential from a soils perspective, as only macro soils information is available at present. A detailed stock carrying capacity/veld type survey needs to be conducted for the potentially upgradeable grazing areas in order to establish a feasible veld management system. It is further recommended that Agricultural Engineers be appointed to assist with the project specific detailed analysis, designs and contract

11.3 BIOLOGICAL CHARACTERISTICS

11.3.1 KEY ISSUES

The following key issues have been identified:

- The small amount of formally conserved land in the DM.
- Several C-Plan areas of irreplaceability falling outside of formally conserved areas.
- The loss of natural forests through invasion of alien plant species.
- Land reform settlements in environmentally sensitive, inaccessible and highly erosive mountainous areas in the eMadlangeni municipality.
- Pressure for residential and tourism developments in the mountainous areas of the ADM.

11.3.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

The following spatial objectives and strategic intervention options have been identified:

- The implementation of the ADM's *Mountainous Areas Nodal Study*.
- Support for the eKangala Grassland Trust's initiatives to conserve grassland areas of significance with farmers and land owners.
- Protection of wetlands, particularly those identified by Begg.
- Encouraging land reform in areas identified in the Area Based Plan which takes cognisance of the natural environment.
- Encouraging KZN Wildlife's Stewardship

11.4 ENVIRONMENTAL CONSERVATION

11.4.1 KEY ISSUES

The following key issues have been identified:

- Insufficient areas under formal conservation.
- Vandalism and looting of war graves and monuments.
- Ineffective control over buildings older than 60 years due to lack of human resources.

11.4.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

The following spatial objectives and strategic interventions have been identified:

- The spatial referencing of all monuments and buildings of historical significance by the ADM and Amafa.
- Negotiations with land owners for the inclusion of land of conservation potential into conservation initiatives by organisations like the eKangala Grasslands Trust and KZN Wildlife.

11.5 HUMAN SETTLEMENT

11.5.1 KEY ISSUES

The following key issues have been identified:

- The productive agricultural land area is about 608,862 hectares. Thirty percent of this area amounts to 182,659 hectares. Some 73,212 hectares has already been transferred, either through government redistribution programmes (about 54,461 ha) or through private transactions (18,600 ha), leaving 109,447 hectares to be transferred to achieve the objective. Currently there is an area of about 210,883 ha which is either subject to restitution claim redistribution projects underway or for Labour Tenant claims. It would be in all stakeholders' interests to concentrate on resolving these outstanding projects as speedily as possible.
- Good to high potential land make up 105,847 hectares or only 15.3% of the total area. Of this only 6,000 ha is irrigated. This shows that the ADM has a somewhat limited agricultural potential and one that requires careful management for success. The conclusion therefore is that good potential agricultural land needs to be kept productive and lower potential land will have to be well managed (i.e. not overstocked) to conserve the limited production potential that does exist.
- The area under unresolved gazetted restitution claim amounts to 151,937 ha, involving 826 farms
- The total estimated number of formally employed households in the agricultural sector, who would ultimately require secure tenure rights, is 3,846. In addition it is estimated that there could be an additional 5,873 households that need their security of tenure addressed so as to pursue household livelihood strategies.
- The average land prices per hectare for 2005, 2006 and 2007 were R 1,551, R 1,758 and R 1,692 respectively; with the level of

market activity in decline over the 2004 to 2006 period (area transacted having declined from 37,127 ha in 2004 to 15,040 ha in 2006). This is possibly ascribed to unresolved restitution claims, the high level of labour tenant claims and rising interest rates.

- The importance of a vibrant efficient market for land (and land rights) for a Municipality is in assuring a system that promotes economic growth and investment through an institutional system (the mores and practices of society in the treatment of property rights) that create incentives to invest in productive use of land, promotion of equity (fairness) considerations and economic growth to benefit the local economy and the communities the municipality serve.
- Renting or leasing of agricultural land can become an important instrument in addressing access to land by the poor and is a means of achieving equity and fairness. An institutional system that is supportive of a rental market based on voluntary arrangements should contribute to economic growth and enable those not endowed with the wealth to purchase land immediately to climb the ladder of economic prosperity.
- The pursuit of the LED projects identified by Amajuba and assistance to land reform beneficiaries to be integrated into these initiatives will contribute to the integration with the provincial and municipal development frameworks but should also contribute to sustainability and inter-government relations.
- The total quantity of housing stock under construction and planning is 15,891. The total area is circa 450 ha. Additional possible demand for new housing stock will be about 9,500 per year for five years with land required of the order of 267 ha per year, all on the periphery of centres of employment (Newcastle, Madadeni, Utrecht and Dannhauser).
- Consideration needs to be given when developing projects and institutional structures for flexibility to accommodate the needs and likely aspirations of future generations. Beneficiaries should not be locked into investments forever and mechanisms for exiting investments should be provided for. Not all younger people wish to hold on to investments in agricultural or rural land but would rather have security of tenure in a city where they work and live. A land market therefore allows for aspirant farmers to acquire sufficient land over time to become commercial scale ventures.
- There are case studies of redistribution projects which have not achieved the objective of sustainable agricultural ventures but have become places of rural housing, which creates difficulty in the provision of municipal services.
- Future land reform projects should be located in accessible areas of the district on land with the potential to be viable under different forms of production. Locality should follow the national and provincial spatial planning principles.
- In the identification of future land reform projects the following distinction should be made:
 - households currently using land for residential and subsistence use(72% farm dweller survey);
 - households currently using land for residential purposes only (28% farm dweller survey);
 - no households interviewed are using land for commercial production purposes (farm dweller survey)
- Based on the farm dweller survey the following land demands were noted:

- 70% of the households need land for security reasons including subsistence, housing and grazing;
- 30% of the households indicated the need for land for commercial farming purposes;
- In future land reform projects DLA should take into account these different land needs by households in order to avoid non-viable and sustainable projects being implemented;
- Each of the above land demand categories should be linked to appropriate models for land acquisition to ensure sustainability.
- For land reform projects that will take up hectares of productive land it is important that they are located on areas of high potential, with good access to markets and the necessary support to ensure viability;
- For land reform projects that require land for residential purposes, it is important that these are located in identified nodes and corridors to ensure that municipalities are able to provide services and opportunities for economic growth and development as contained in the NSDP principles and the district SDF;
- For land reform projects that require land for subsistence purposes, it is important that clarity is reached on the type of farming activities and the numbers of people to be settled on the land. Once this has been established then appropriate land can be located to accommodate this type of development where strict controls are placed on numbers of households and livestock.

11.5.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

The Area Based Plan has identified several nodes where land reform projects are to be encouraged including Alcock's Spruit/Koppie Alleen and Wit Umfolozi.

11.6 SERVICE AND INFRASTRUCTURE

11.6.1 KEY ISSUES

The following key issues were identified:

- There are large backlogs in water and sanitation requiring large sums of money to address within the timeframes set by government. Funding allocations are insufficient to address the backlogs within the target timeframes.
- There is a need for more and better located cemeteries due to the high death rates in the ADM which may be attributed to the high HIV/ Aids levels in the ADM.

11.6.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

The following strategic interventions are required although they may not have spatial implications:

- More funds are needed from national government to increase the roll-out of water, sanitation and electricity by the ADM.
- The development of Agri-villages in the rural and remote areas will facilitate effective service provision and would create

densities that would allow for the construction of educational and health care facilities.

11.7 ECONOMIC ENVIRONMENT

11.7.1 KEY ISSUES

The following key issues have been identified:

- There are extremely high levels of unemployment within the ADM;
- The agricultural, tourism, and mining sectors offer the greatest possibilities for the ADM;
- The ADM has rich but under-utilised coal deposits; and
- The ADM has developed a number of sector plans to facilitate development. Investors are now needed to initiate these projects and thereby create jobs and lower the unemployment levels.

11.7.2 SPATIAL OBJECTIVES AND STRATEGIC INTERVENTIONS

Key LED projects identified and approved at the Amajuba Growth and Development Summit include:

- The Amajuba Regional Agricultural Hub;
- The Amajuba Hydroponic Techno Park (80 ha);
- The Sun-dried Tomato project;
- The Cheese Factory; and
- The Amajuba Mining opportunities.

PART 2: CONCEPTUALISATION

SECTION D: AMAJUBA GUIDANCE FRAMEWORK

12.0 VISION AND GOALS

12.1 GUIDING VISION STATEMENTS

The vision for the ADM is as follows:

Amajuba will be a fully developed district, with a vibrant and sustainable economy, a better quality of life, preserved within its own cultural and traditional values.

12.2 GOALS

The goals of the Amajuba SDF are in accordance with those contained in the Development Facilitation Act and are summarised as follows:

- Provide for urban and rural land development;
- Facilitate the development of formal and informal, existing and new settlement;
- Discourage the illegal occupation of land, with due recognition of informal land development processes;
- Promote speedy land development;
- Promote efficient and integrated land development by:
 - Promoting the integration of the social, economic, institutional, and physical aspects of land development;
 - Promoting integrated land development in rural and urban areas in support of each other;
 - Promoting the availability of residential and employment opportunities in close proximity to or integrated with each other;
 - Optimising the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities;
 - Promoting a diverse combination of land uses, also at the level of individual erven or subdivisions of land;
 - Discouraging the phenomenon of “urban sprawl” in urban areas and contribute to the development of more compact towns and cities;
 - Contributing to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs; and

- Encouraging environmentally sustainable land development practices and processes.

12.3 CONCEPT FOR THE REDRESSING OF THE IMBALANCES CREATED BY APARTHEID

Due to past Apartheid policies, the settlement pattern of the Amajuba District Municipality is characterized by a concentration of people in the Buffalo Flats area between the nodes of Newcastle, Dannhauser and Utrecht. The major sources of employment within the ADM are found in these nodes which are often some distance from the Buffalo Flats community.

To address these imbalances, future settlement should encourage integration between the Buffalo Flats and the aforementioned three nodes.

12.3.1 EMADLANGENI

In the eMadlangeni Municipality, this is to some extent occurring with the development of the Amantungwa Trust area. This land is strategically located between the Utrecht former TLC area and the Dicks Cluster in the Newcastle Municipality.

12.3.2 NEWCASTLE

For the Newcastle Municipality, greater integration is needed between Newcastle East and West. This process will require the identification of strategically located land along the MR483 corridor as well as between Madadeni/ Osizweni and the Kilbarchan settlement.

12.3.3 DANNHAUSER

For the Dannhauser Municipality, integration should occur along the road linking Dannhauser via Verdriet to the KwaMdakane cluster.

12.4 STANDARDISED TERMS AND SDF DESIGN CONCEPTS “TOOLBOX”

12.4.1 SUSTAINABLE DEVELOPMENT

Sustainability refers to the fair and efficient use of resources to meet basic human needs whilst ensuring long term continuity, diversity, and adaptability. It promotes *Compaction* in order to protect natural resources.

12.4.2 URBAN INTEGRATION

The ideas of urban integration are similar to *Urban Densification* in that they promote the creation of an urban environment that integrates areas of work, residence and play. It also refers to the linking of poorly connected areas by improving the existing road network and public transport system. The objectives of urban integration include ensuring that social and economic opportunities are equally accessible to all people of the city, and ensuring that there is a mixture of compatible land uses.

12.4.3 URBAN DENSIFICATION

This refers to a process of carefully and meaningfully increasing densities in developed areas to ensure the most effective and efficient use of scarce resources. The process of densification needs to be carefully managed and applied in appropriate areas, as it cannot merely be applied across the city. Urban densification can be regarded as a broader strategy of improving the urban environment whereby an area of work, residence and play can be created.

12.4.4 COMPACTION

Compaction refers to the process of managing urban sprawl by limiting expansion of urban developments. The objectives of managing urban sprawl include the need to protect agricultural, natural and recreational areas from destructive urban developments. Compaction promotes *Urban Densification* and seeks to efficiently use resources whilst reducing the costs to providing services.

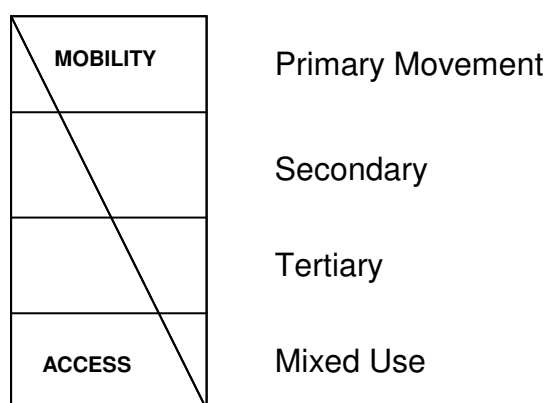
12.4.5 REDRESSING IMBALANCE

Redressing imbalances refers to the process of “levelling the playing fields” with particular focus on previously disadvantaged areas. This means that future planning should seek to direct a large portion of public sector investments into areas that were previously marginalised.

12.4.6 CORRIDORS

The following figure summarises the functions of corridors in terms of mobility and access.

FIGURE 2: Classification of Corridors



(i) PRIMARY MOVEMENT

These corridors are primarily movement corridors between the municipality and other regions outside of the municipality. Opportunity points exist along these corridors where development can be encouraged.

(ii) SECONDARY

The primary function of these corridors is long distance traffic movement within the ADM and these corridors link places of residence with places of economic opportunity. Development can be encouraged at appropriate locations along these corridors.

(iii) TERTIARY

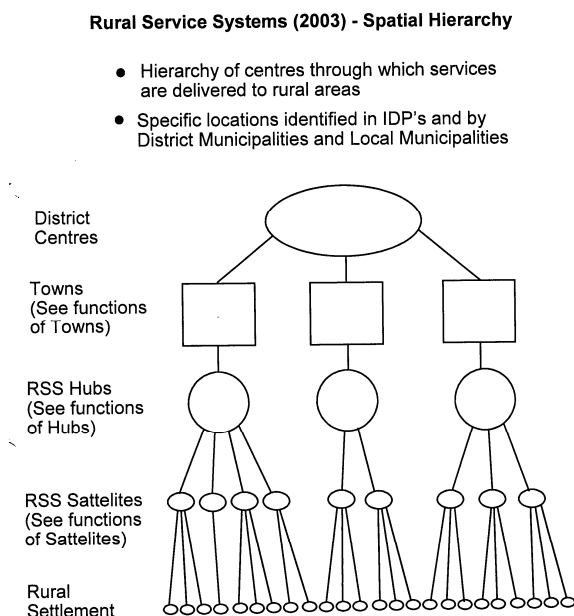
Tertiary corridors link lower order settlements within the ADM and the LM's.

(iv) MIXED ACTIVITY CORRIDOR

These corridors permit the development of different land uses on adjoining land parcels along an identified corridor. A variety of land uses occur side by side and create a rich fabric of everyday life.

12.4.7 NODES

The ADM's settlement hierarchy is based on the Rural Service System (RSS) developed by the Town Planning Commission. The concept is summarised below:

FIGURE 3: Rural Service System**(i) DISTRICT CENTRE/ PRIMARY NODE**

A district centre or primary node refers to the dominant node in the larger region or district. Service levels and the nature of facilities are generally the highest in these nodes. These nodes cover relatively large areas. These nodes have, amongst others, the following functions:

- Provides the entire range of social facilities.
- Includes a number of primary and secondary facilities as well as the tertiary facilities for the region.
- Has the region's hospital(s) and higher order medical facilities.
- Large police station, large community centre, police station, and emergency service centre.

(ii) TOWNS

These refer to the former TLC areas some of which are quite small and are not likely to develop any further up the settlement hierarchy but represent sites of significant infrastructural investment.

(iii) SERVICE HUB

These nodes are spatially smaller than the *Primary* nodes and include fewer facilities than their counterparts. A service hub is a distribution point with a greater variety, higher order and more permanent range of services than which is present at a satellite. Typical facilities at these centres include:

- Civic administration and service coordination including facilities like the MPCC's;
- Engineering and communication and infrastructure services;
- Information services;
- Social and support services including:
 - Periodic courts
 - Clinics
 - Social work offices
 - Tribal courts
 - Local schools
 - Local police station
- Economic and business support services and tourism enterprises.

(iv) SERVICE SATELLITES

A hub is serviced by a number of satellites which deliver supplementary services.

(v) SUB-SATELLITE/ RURAL SETTLEMENTS

Service satellites are served by a number of sub-satellites which provide additional supplementary services.

(vi) NODAL POLICY DEVELOPMENT NODES

Large undeveloped areas can be preserved by concentrating development in strategically located nodes. Nodes should provide a wide variety of accommodation types and facilities across the nature orientated and facility orientated spectrum. Access to and within these nodes requires planning as well as the provision of services.

12.4.8 PROTECTED AREA

This refers to formally protected areas within the municipality.

12.4.9 ESCARPMENT MOUNTAINOUS ZONE

The EMZ consists of deeply incised broken terrain – this is a highly sensitive or fragile environment, with a high proportion of this zone indicated as of Very Restricted or Restricted Land Use Potential Agricultural Land Potential. This zone is intended to protect and manage agricultural and other uses in this sensitive area.

12.4.10 APPROACHES ZONE

The Approaches Zone comprises the lower lying plains, with relatively gentle slope gradients and soil types that in places are well-suited for arable and intensive forms of agriculture. Most of this zone contains land of High, Good and Moderate Agricultural Potential. The Approaches Zone plays an important buffer function, in the protection of landscape quality of the Escarpment Mountainous Zone.

12.4.11 CONSERVATION ZONE

The area for potential conservation within the EMZ is substantial and extends into the Approaches Zone. The Conservation Zone will maintain these pockets of potential conservation areas within the AZ. The areas covered by this zone were determined using the Bioregional plans of Ezemvelo KZN Wildlife and eKangala Grassland Project C-Plans. These Bioregional plans highlight areas of biological diversity that are irreplaceable and as such require protection from particular forms of development. Linkages to those plans are reflected in the AZ and other land use control mechanisms such as buffers around rivers, streams, wetlands and large storage dams. These have been included in the Conservation Zones so as to limit potential negative impacts of development on these natural features.

12.4.12 URBAN GROWTH BOUNDARY/ URBAN EDGE

The urban growth boundary or urban edge, is a clearly defined boundary between urban development and the valuable rural or agricultural hinterland. The primary purpose of the urban edge is to limit and control urban expansion thus containing “urban sprawl”.

SECTION E:

GRAPHIC GENERATION OF THE ADM'S DEVELOPMENT CONCEPT

13.0 INFORMANTS

13.1 SPATIAL REPRESENTATION OF PROPOSED/ SUGGESTED INTERVENTIONS/ OPTIONS

Map 1 outlines the proposed interventions and **Section 14** provides a narrative for these actions.

13.2 GUIDANCE FRAMEWORK

13.2.1 APPLICATION OF VISION AND GOALS

The vision for the ADM is broad and the various strategies contained in the IDP and the SDF seek to achieve this. The goals of the SDF, however, are more actionable and the table below summarises how these have been actioned.

TABLE 25: Linking the SDF Goals to Actions

SDF GOALS		ACTIONS
Provide for urban and rural land development.		A settlement hierarchy is used for the rationale for the allocation of resources. Development is also aligned with the principles of the NSDP.
Facilitate the development of formal and informal, existing and new settlement.		All settlements are identified in the SDF. Allocation of resources as per settlement hierarchy as well as the principles of the NSDP.
Discourage the illegal occupation of land, with due recognition of informal land development processes.		Tribal areas/ Ingonyama Trust land clearly identified.
Promote speedy land development.		The SDF is aligned to the draft Land Reform Area Based Plan.
Promote efficient and integrated land development by:	Promoting the integration of the social, economic, institutional, and physical aspects of land development.	The use of a settlement hierarchy and nodes to focus development and a mix of activities and services.
	Promoting integrated land development in rural and urban areas in support of each other.	
	Promoting the availability of residential and employment opportunities in close proximity to or integrated with each other.	
	Optimising the use of existing resources including such resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation and social facilities.	This has been done through the alignment of the Amajuba sector plans with the IDP as well as the SDF.
	Promoting a diverse combination of land uses, also at the level of	This is done through the SDF's and LUMS of the LM's which have been aligned with the

SDF GOALS		ACTIONS
	individual erven or subdivisions of land.	ADM's SDF.
	Discouraging the phenomenon of "urban sprawl" in urban areas and contribute to the development of more compact towns and cities.	The identification of urban growth boundaries that are aligned with those identified in the LM's SDF's.
	Contributing to the correction of the historically distorted spatial patterns of settlement in the Republic and to the optimum use of existing infrastructure in excess of current needs.	The use of concepts like "urban growth boundaries", "nodes" and a "settlement hierarchy" as well as "in-fill" and "densification".
	Encouraging environmentally sustainable land development practices and processes.	The alignment of the SDF with KZN Wildlife and the eKangala Grassland Trust's C-Plan and MinSets. Implementation of the ADM's Mountainous Areas Nodal Study.

13.2.2 APPLICATION OF "TOOLBOX"

The following is a summary of how each of the issues in the "Tool Box" has been addressed:

TABLE 26: Matching the Elements from the Concept Development Framework

TOOLBOX	MATCHING ELEMENTS FROM THE <i>CONCEPT DEVELOPMENT FRAMEWORK</i>	
Sustainable development	Section 14.1.1 Section 14.1.2 Section 14.1.3 Section 14.1.4 Section 14.1.5 Section 14.1.6 Section 14.1.7 Section 14.1.8 Section 14.1.9 Section 14.1.10	Mine Rehabilitation Rehabilitation of Damaged or Degraded Areas Protection of Wetlands Rivers and Aquifers Forests Grasslands Wattled Crane Breeding Sites Oribi Habitat Historical/ Cultural Heritage KZN Wildlife and eKangala Grassland Trust C-Plan Areas
Urban integration	Section 14.2 Section 14.3	Corridors Nodes
Urban densification	Section 14.5	Urban Growth Boundaries
Compaction	Section 14.5	Urban Growth Boundaries
Redressing imbalances	Section 14.3	Nodes
Corridors	Section 14.2.1 Section 14.2.2 Section 14.2.3 Section 14.2.4	Primary Corridors Secondary Corridors Tertiary Corridors Mixed Activity Corridor
Nodes	Section 14.3.1 Section 14.3.1 Section 14.3.2 Section 14.3.3 Section 14.3.4 Section 14.3.5	District Centre/ Primary Node Towns Service Hubs Service Satellites Service Sub-satellites Mountainous Areas Development Nodes
Protected areas	Section 14.4.1 Section 14.4.2	Formally Protected Areas Conservancies
Urban growth boundary	Section 14.5	Urban Growth Boundaries

13.3 PRELIMINARY ALIGNMENT/ INTEGRATION OF SDF

The SDF of the ADM was aligned with the SDF's of the three LM's at an IDP and PMS Committee workshop on November 2010. Alignment with surrounding DM's took place in November 2009 and January 2010. Alignment issues are summarised below:

13.3.1 MPUMALANGA: GERT SIBANDE DISTRICT MUNICIPALITY (GSDM)

(i) SERVICE LINKAGES

The settlement of Charlestown has a very strong linkage with Volksrust and obtains water directly from the adjoining municipality. The residents of Charlestown shop in Volksrust and make use of the social services and facilities of the town.

The Nzima settlement and the communities to the north of Groenvlei make use of the services and facilities in Wakkerstroom. Due to its restrictive road access, the Nzima community has stronger linkages with the Wakkerstroom community than with the urban areas of the erstwhile Utrecht TLC.

(ii) TOURISM LINKAGES

There is a potential to further develop the tourism linkages between the Amajuba DM and the Gert Sibande DM. Linkages identified include:

- The strong linkages between Volksrust and the Majuba Mountain Battlefield;
- The birding linkages between Wakkerstroom and the northern portions of the Utrecht Municipality, particularly around Groenvlei and the Zaaihoek Dam; and
- The trout fishing linkages between Wakkerstroom and the northern portions of the Utrecht Municipality.

Like with what the Amajuba DM has initiated with the Tourism Route Development Plan, it has been recommended that the GSDM initiate a similar plan. Further investigations should also be undertaken by the ADM to extend the identified Amajuba Tourism Routes across the boundaries into the GSDM.

It has also been recommended that the local Tourism Associations meet to facilitate alignment and integration.

(iii) CONSERVATION

Many of the eKangala Grassland Trust C-Plan areas fall across the boundaries of the two DM's and require protection and conservation. Previously KZN Wildlife had attempted an initiative to protect these areas together with land owners. It has been recommended that this initiative be re-launched so

that these environmentally sensitive areas are formally conserved.

13.3.2 ZULULAND DISTRICT MUNICIPALITY

(i) EDUMBE (PAULPIETERSBURG)

The north-eastern portions of the eMadlangeni municipality have strong linkages with the eDumbe municipality, particularly with regards to timber farming. Many farmers own farms in both municipalities and many of the residents in the north-eastern portion of the municipality shop in the erstwhile Paulpietersburg TLC.

With the potential tarring of the road from Utrecht to Groenvlei and northwards, it is hoped that many of the farmers from the northern portions of Utrecht will enter the local economy and the economic leakages to the eDumbe municipality will be “plugged”.

(ii) ABAQULUSI (VRYHEID)

The commercial farming enterprises in the eastern portions of the municipality have strong linkages to the urban core of Vryheid and services offered in the Abaqulusi Municipality are of a higher order than those offered in the eMadlangeni urban area.

The Kingsley and Blood River communities are located along the R33, the major access route to Vryheid, and are in close proximity to the erstwhile Vryheid TLC.

(iii) PROPOSED ROAD LINKAGES

The Provincial Department of Transport is currently reviewing a number of proposals for an upgraded road linking Richards Bay and Gauteng. There are a number of proposals for the new road, one of which is the upgrade of the R34, which will serve to further strengthen the linkages between the ADM and the Zululand DM.

(iv) PROPOSED AGRICULTURAL LINKAGES

The Bio-diesel initiative currently being pursued in the ADM has potential spin-off's for the Zululand DM in that additional soya will need to be sourced for the plant. This will be sourced from, amongst others, farmers in the ZDM.

(v) PROPOSED TOURISM LINKAGES

Although the ZDM is not classified as part of the Battlefields Route, several important battlefields occur in the ZDM. The cross-border linkage must be further pursued.

13.3.3 UMZINYATHI: ENDUMENI (DUNDEE)

The southern portions of the eMadlangeni municipality, as well as the Dannhauser Municipality, including Dannhauser, Hattingspruit and the southern portions of the Buffalo Flats, have strong linkages to the erstwhile Dundee and Glencoe TLC's.

(i) PROPOSED ROAD LINKAGES

The Provincial Department of Transport is currently reviewing a number of proposals for an upgraded road linking Richards Bay and Gauteng. There are a number of proposals for the new road, one of which is the upgrade of the R33 through Tugela Ferry, which will serve to further strengthen the linkages between the ADM and the uMzinyathi DM.

(ii) PROPOSED AGRICULTURAL LINKAGES

With regards to commercial agricultural enterprises, the headquarters of NatalAgri are located in Dundee which reinforces this linkage.

The Bio-diesel initiative currently being pursued in the ADM has potential spin-off's for the uMzinyathi DM in that additional soya will need to be sourced for the plant. This will be sourced from, amongst others, farmers in the uMzinyathi DM.

(iii) PROPOSED AGRICULTURAL LINKAGES

With regards to tourism:

- The Battlefields initiative straddles both District Municipalities and is a joint initiative.
- The "Maria Meander" straddles both District Municipalities and is a joint initiative.

The regional agricultural hub will also attract agricultural produce from the DM.

(iv) SERVICES

With regards to water and sanitation provision, both municipalities are part of the uThukela Water Partnership.

13.3.4 UTHUKELA: EMNAMBITHI (LADYSMITH)

(i) PROPOSED AGRICULTURAL LINKAGES

The southern portions of the Dannhauser Municipality border on the uThukela District Municipality. Linkages of the Normandien area are largely agricultural in nature with both adjoining areas sharing the same farmers association.

The Bio-diesel initiative currently being pursued in the ADM has potential spin-off's for the uThukela DM in that additional soya will

need to be sourced for the plant. This will be sourced from, amongst others, farmers in the uThukela DM.

The N11 forms the major transportation linkage between the two municipalities. The regional agricultural hub will also attract agricultural produce from the DM.

(ii) PROPOSED TOURISM LINKAGES

Although the uThukela DM is not classified as part of the Battlefields Route, several important battlefields occur in the municipality. The cross-border linkage must be further pursued.

(iii) ROAD LINKAGES

The primary linkage between the two municipalities is the N11 which traverses both DM's and links the Durban port to Gauteng as an alternative route.

13.3.4 FREE STATE: THABO MOFUTSANYANE MUNICIPALITY

The eastern portions of the Free State are linked to the Amajuba District Municipality by a number of passes, including:

- Botha's Pass
- Muller's Pass
- The Normandien Pass; and
- Kwagga's Neck Pass.

The Kwagga's Neck pass is the most widely used pass and links the Amajuba District Municipality with centres in the Free State as well as with Gauteng.

(i) PROPOSED AGRICULTURAL LINKAGES

The Bio-diesel initiative currently being pursued in the ADM has potential spin-off's for the Thabo Mofutsanyane DM in that additional soya will need to be sourced for the plant. This will be sourced from, amongst others, farmers in the Thabo Mofutsanyane DM.

The regional agricultural hub will also attract agricultural produce from the DM.

(ii) PROPOSED TOURISM LINKAGES

The proposed tourism routes straddle both of these Districts and make use of the aforementioned passes. The Thabo Mofutsanyane SDF identifies Memel as a tourism node with above average tourism around the node. Stronger tourism linkages can be created between the ADM and the Thabo Mofutsanyane DM through the tourism routes.

14.0 CONCEPT DEVELOPMENT FRAMEWORK

14.1 ENVIRONMENTAL REHABILITATION AND CONSERVATION

14.1.1 MINE REHABILITATION

(i) DESCRIPTION

Mines that have been identified as key intervention areas are those which have closed and are in need of rehabilitation. SiVest (2003, p114) identified the following as mines which need to be rehabilitated:

- Welgedacht Colliery
- Cambrian Dump
- Ballengeich
- Solma
- Kilbarchan
- Magdalena Colliery
- Kliprand
- Witklip Colliery

(ii) REQUIRED ACTIONS

The following actions are recommended:

- In terms of Section 38 of the Minerals Act, 1991, the rehabilitation of the surface of land concerned in any mining operation is to be carried out by the holder of the mining permit/ authorisation. This is to be carried out in accordance with an approved Environmental Management Plan, to the satisfaction of the Director: Mineral Development.

14.1.2 REHABILITATION OF DAMAGED OR DEGRADED AREAS

(i) DESCRIPTION

The Amajuba Strategic Environmental Assessment (SEA) (Udidi, 2003, p22 and 34) identifies the need for the rehabilitation of damaged and degraded areas within the ADM, most of which occur in the rural areas. Major causes of this damage, as identified in the SEA, include:

- Developers not paying attention to the potential consequences of developments;
- The lack of rehabilitation of quarries both for road building and for the mining of minerals and rock;
- The lack of implementation of rehabilitation plans by developers, even when they are blatantly necessary;
- The high costs of rehabilitation;
- The lack of interdepartmental co-operation between key departmental stakeholders (ie. DOT, Department of Mineral and Energy Affairs, and municipalities); and
- Ignorance of communities in the practicing of effective veld management.

(ii) REQUIRED ACTIONS

The following actions are recommended:

- Instituting tighter controls for developers through the respective municipal LUMS; and
- The education of residents as to the use of preventative measures that can be employed to retard soil erosion.

14.1.3 PROTECTION OF WETLANDS

(i) DESCRIPTION

According to Begg (1984) in Udidi (2003, p8) Wetlands are considered one of the most seriously endangered ecosystems in the world and this is no more evident than in KwaZulu-Natal. The Amajuba DM has four wetlands of importance identified by Begg which include:

- Paddavlei
- Groenvlei
- Boschoffs Vlei
- Blood River Vlei

There are, however, numerous smaller wetlands within the District.

(ii) REQUIRED ACTIONS

The following actions are recommended:

- Where not zoned for development, wetlands to be given conservation status.
- Wetlands should not be drained, filled or in any way artificially altered.
- Where the construction or dredging of canals is necessary, these be designed to minimize the degradation of wetland functions.
- Roads should not be constructed through wetlands, but if absolutely essential shall be elevated above wetland surfaces. If this is not possible, culvert pipes must be significantly large and spread throughout the length of the wetland to cause the least disruption to the natural system.
- Access to wetlands by off-road vehicles, man and livestock must be prevented.
- Degraded wetlands shall be rehabilitated.
- Wetland vegetation shall be maintained and all exotic vegetation removed.

14.1.4 RIVERS AND AQUIFERS

(i) DESCRIPTION

There are several important aquifers on the western boundaries of the Amajuba DM as well as important river catchment systems to the north. Udidi (2003, p12) identify that the DM has an extensive system of rivers and tributaries, with those in the Utrecht LM forming the headwaters of the Pongola, the Slang and the Vaal Rivers. Accordingly, the provincial SEA has categorized them as being of high to intermediate value.

(ii) REQUIRED ACTIONS

The following actions are recommended, namely:

- Flow or level of water shall not be artificially altered;
- Strict policing of illegal dumping is to be undertaken;
- All vegetation on the banks of rivers or streams must be protected;
- All vegetation within 10m of the banks of the rivers or to the 1:100 year flood line, and within 3m of the banks of all streams must be given conservation status;
- Pollution by toxic substances, excessive nutrients (phosphates and nitrates) and suspended particle matter is to be avoided; and
- Contamination by aquatic weeds is to be strictly forbidden.

14.1.5 FORESTS

(i) DESCRIPTION

According to Rutherford and Westfall (1994) in Udidi (2003, p13), indigenous forests represent the smallest biome in southern Africa although they still support a high portion of the regions floral and faunal diversity. The integrity of indigenous forests and the conservation of the species therein are vulnerable for a number of reasons, including:

- Climatic conditions favour agriculture in KwaZulu-Natal which has lead to a major land transformation over a number of years;
- The encroachment of plantation species has had a detrimental effect due to the increased incidence and severity of fires; and
- The illegal removal of natural resources has the potential to cause the extinction of species within the forests.

(ii) REQUIRED ACTIONS

The following actions are recommended, namely:

- All forests are protected in terms of the Forest Act, and the felling of any trees or disturbance to any forest requires a permit from DWAF.
- This vegetation is to be retained and given conservation status;
- No undergrowth may be removed or the natural forest structure interfered with in any way;
- All forests along streams and rivers must be conserved to prevent bank erosion; and
- Wherever possible, patches of forest must be linked to form a continuous network to facilitate the migration of fauna and flora.

14.1.6 GRASSLANDS

(i) DESCRIPTION

All of the ADM falls within the Grassland Biome (Rutherford and Westfall 1994) with patches of forest along the escarpment in fire-protected sites. South African grasslands are unique within Africa and are extremely rich in plant and animal species. Many species are endemic to this biome. Within the Grassland Biome are several different types of grassland dependant on soils and climatic factors. The ADM contains the majority of the KZN-endemic Natal Sour Sandveld grassland type, and hence has a very important role to play in terms of ensuring its conservation.

Despite their biodiversity value, grasslands are poorly protected. Internationally only 1.4% of grasslands are protected, the lowest of any terrestrial vegetation type. In South Africa less than 2% of the Grassland Biome is protected, the majority of this being made up of mountain grasslands in the Drakensberg. Almost no lower-lying grasslands are protected. One of the reasons for the lack of grassland conservation relates to the high agricultural potential (and hence high land value) of grassland areas. **The ADM has the smallest area under protection of any District Municipality in KZN.**

To make matters worse, grasslands are under considerable threat with the majority of this biome having already been transformed by agriculture, mining, alien plant invasion and infrastructural development. In many countries and areas virtually all grasslands have disappeared. Many of the low-lying grasslands within the ADM have been lost or degraded through the same factors thus making the remaining grasslands very important. The ADM is also fortunate in that the higher-altitude grasslands are relatively less impacted (approximately 30% transformed) thus providing opportunities for conservation and economic development based on ecotourism and sustainable use.

On a positive note government and international NGO's are starting to recognize the necessity for urgent action to protect grasslands and there are many opportunities to obtain funding for projects to link grassland conservation and development.

(ii) REQUIRED ACTIONS

The following actions are recommended, namely:

- The ADM has an important role to play in ensuring that both conservation and development goals can be obtained, and specifically in promoting activities (such as bird routes) that link economic development to the maintenance of healthy grasslands.
- The municipalities within the ADM need to adopt rates policies that promote conservation, or at least do not encourage destruction, of the natural grasslands i.e. serious consideration should be given to rates exclusions for landowners/communities who are prepared to formally protect grassland habitat (KZN Wildlife and the Botanical Society can be contacted for further discussions on this subject).
- As far as possible land settlement and infrastructural development should be encouraged on existing transformed sites, and not on virgin grassland.
- Any activity by the municipalities or any other landowner that destroys grassland requires authority and a Record of Decision from the Department of Agriculture and Environmental Affairs.
- The ADM should lobby government for payment for environmental services for landowners that are prepared to forgo development opportunities in order to maintain water production from high-yielding catchments.
- Recommended agricultural stocking rates and grazing systems must be adhered to, and burning should not take place annually.

14.1.7 WATTLED CRANE BREEDING SITES

(i) DESCRIPTION

The breeding habitats of Wattled Cranes are in marshes and grasslands and there are several of these sites in the District. According to Udidi (2003, p15), direct threats to the Crane Breeding sites are:

- Drainage for ridge and furrow agriculture;
- Damming to provide irrigation;
- Recreational water; and
- Forestry.

(ii) REQUIRED ACTIONS

The following action is recommended:

- Goodman (2002) in Udidi (2003) recommends the maintenance of a 5km radius of natural grassland around nesting sites.

14.1.8 ORIBI HABITAT

(i) DESCRIPTION

Oribi antelope exist in the south-western regions of the DM. Their habitat is threatened by land transformation due to the land being of good agricultural potential.

(ii) REQUIRED ACTIONS

The following actions are recommended:

- Although parts of the habitat are protected within the Chelmsford Nature Reserve, there is a need to extend the protection of this habitat.
- Negotiations need to be entered into between the LM, KZN Wildlife and property owners to protect these areas through conservancies as well as through the introduction of controls in the LM's LUMS.

14.1.9 HISTORICAL/ CULTURAL HERITAGE

(i) DESCRIPTION

There are several historical battlefields within the DM including:

- Amajuba;
- Laingsnek;
- Schuinshoogte/ Ingogo Heights; and
- Blood River's Poort.

The majority of these battlefields are on private land and do not form part of any formally conserved area. There are also other culturally significant resources in the DM including San paintings.

According to Mr Murimbika of the Natal Museum, the management and protection of the cultural heritage environment is regulated by the

National Heritage Resources Act (1999) executed by the South African Heritage Resources Agency (SAHRA) and its respective Provincial Heritage Resources Authorities. In KwaZulu-Natal, the Amafa Kwa-Zulu-Natali executes this role. Any development that alters the *status quo* requires assessment for potential impact on the heritage environment. As part of the environmental authorisation, developers are required to satisfy the heritage authorities that they have met the laid out procedures.

(ii) REQUIRED ACTIONS

The following actions are recommended, namely:

- Developers that require Environmental Authorisation for their projects would also need clearance from the KwaZulu-Natal Heritage Council (Amafa Kwa-Zulu-Natali). While this council does not conduct the assessments where they are needed, they do however make recommendations for heritage assessment conducted by Independent Archaeologist Specialists.
- Any change in land-use *status quo* should be treated as a potential threat to archaeological sites. Such sites may not be clearly visible but may be encountered immediately once the development begins. This may lead to Environmental Authorities ordering the development to stop to allow specialists to deal with the finds. Usually developments usually dig up human remains and such cases may lead to delays on the development. It is highly recommended that developers fulfil the basic requirements of pre-development authorisation including the archaeological assessment to avoid potential delays and costs.
- Should developers encounter archaeological and other cultural materials on site, they are advised to call the Heritage Authorities in order to rectify the situation without unnecessary delays or authorization complications.
- The law specially protects human burials and graves and they may not be destroyed or tampered with without prior permit from the heritage authorities. Where development is due and burials or graves have been found, the developer should conduct mitigation studies with recommendations. Should the development warrant the relocation of the burial, Burial and graves permits must be obtained from SAHRA. Note that burials may be moved only if all concerned/ interested parties and other stakeholders agree on the mitigation measures. Only then can a permit be motivated for and be issued.
- No person may excavate an archaeological site for artifacts or any other reason without prior permission from the relevant heritage authorities. Archeological sites are sensitive and non-renewable heritage resources and they should be accorded the necessary respect as stipulated in the various environmental and heritage legislation.
- In situations where the landowner wants to develop archeological sites such as rock paintings on their sites for access by the public or for commercial purposes, they are required to apply for the relevant permits from the South African Heritage Agency. The permit also requires the landowner or developer to design a Site Management Plan detailing how the site is going to be protected and sustainably used. Such services may be provided by independent Cultural heritage Management Specialists.

- Where a landowner wants to collect archeological materials on their land, they are required to obtain the relevant permit for collection and storage of archeological heritage material from SAHRA.

14.1.10 KZN WILDLIFE C-PLAN AREAS

(i) DESCRIPTION

The KZN C-Plan identifies areas of “irreplaceability” within the ADM. Which are referred to as totally irreplaceable and the conservation of the features within them are critical to meet conservation targets.

(ii) REQUIRED ACTIONS

The following actions are recommended, namely:

- Approach KZN Wildlife for approval of development prior to initiating any development.
- EIA very definitely required and depending on the nature of the proposal unlikely to be granted.

14.2 CORRIDORS

(i) DESCRIPTION

Movement Corridors are the connecting infrastructure linking:

- The District to surrounding districts; and
- The Service Hub to the Service Satellites and Sub-satellites.

The SDF's corridors are aligned with the Dm's Public Transport Plan (PTP) and the Community Public Transport Record (CPTR).

14.2.1 PRIMARY CORRIDORS

(i) DESCRIPTION

The primary movement corridor for the District is the N11 which runs in a north/ south direction and bisects the District. In terms of the settlements on the corridor, the District Centre is located on the corridor.

The Primary corridor serves to facilitate movement as efficiently as possible through the area. As a result, there should be little interruption to traffic flow along the corridor, although there is a potential for development at nodes along it.

The N11 is the main movement corridor north to Gauteng, and south to Ladysmith, Pietermaritzburg and Durban in terms of both goods and passenger transit. The corridor is reinforced as the primary corridor by the location of the railway line that largely runs parallel to the N11 until the R621.

With it being identified as an alternative route from Gauteng to Durban, as well as the increasing number of toll roads along the N3,

heavy vehicular traffic is increasingly making use of the N11. This is having a negative impact on the quality of the road surface.

14.2.2 SECONDARY CORRIDORS

(i) DESCRIPTION

The road linking Newcastle via Madadeni-Osizweni to Utrecht has been identified as a secondary corridor. This has been done in terms of the location of the corridor in terms of the number of settlements it passes, the location of a number of land reform projects and low income housing initiatives, and the population it serves.

This corridor has also been identified as an activity/ mixed use corridor which is being investigated further by the Newcastle municipality.

This corridor links the District Centre with the Utrecht Service Hub.

- From Utrecht, the secondary corridor outlined above continues east along the R34 to Kingsley which continues to Vryheid (R33) and eventually to Richards Bay. It also continues west to the N11.
- A further secondary corridor is the R34 from Newcastle West to Memel and on to the N3, north to Gauteng.
- The R621 linking the N11 south of Newcastle to Dannhauser and Dundee has also been identified as a secondary corridor. This corridor links the Dannhauser Service Hub with the District Centre.

14.2.3 TERTIARY CORRIDORS

(i) DESCRIPTION

Tertiary corridors link lower order settlements within the district and local municipalities. As these are local links, they are generally slower moving corridors in terms of social interaction and economic activities. The following have been identified as tertiary movement corridors:

- The road linking Utrecht to Groenvlei and Wakkerstroom;
- The road in the south-west of the district, from the N11, which follows a westerly direction to Normandien; and
- The road linking Dannhauser to KwaMdakane and Madadeni.

14.2.4 MIXED ACTIVITY CORRIDOR

(i) DESCRIPTION

The Madadeni road linking Newcastle West to Madadeni, Osizweni and Utrecht has been identified as a mixed activity corridor. Mixed-use development allows for the development of parcels of land as different land uses on adjoining sites.

Nodal points of activity will develop along this corridor thereby providing points of opportunity for the provision of services as well as economic activities. The Newcastle Municipality is developing a plan for the regulation of development along this corridor.

A study in this regards is being undertaken by the Newcastle Municipality during the 2004/5 financial year. The findings of this plan will be integrated back into future IDP SDF's.

14.3 NODES

(i) DESCRIPTION

The SDF's for Newcastle and the ADM use differing approaches to identify nodes, although these are not incompatible, these have been aligned. The following table summarises this and develops the SDF settlement hierarchy:

TABLE 27: Amajuba Settlement Hierarchy

MUNICIPALITY	DISTRICT CENTRE or PRIMARY NODE	TOWNS or RURAL NODES	SERVICE HUB or SECONDARY NODES	SERVICE SATELLITE	SERVICE SUB-SATELLITE
NEWCASTLE	Newcastle West	<ul style="list-style-type: none"> Charlestown 	<ul style="list-style-type: none"> Northern Gateway (Amajuba Mall and surrounds). Southern Gateway (Casino Development and surrounds). Madadeni CBD. Osizweni CBD. 	<ul style="list-style-type: none"> Ingogo 	<ul style="list-style-type: none"> Ngagane
	Proposed future node at Newcastle East ²				
DANNHAUSER		<ul style="list-style-type: none"> Dannhauser (Urban) Hattingspruit 	<ul style="list-style-type: none"> KwaMdakane 	<ul style="list-style-type: none"> Alcockspruit 	<ul style="list-style-type: none"> Keel Keel Thirst Flint Naasfarm.
UTRECHT		<ul style="list-style-type: none"> Utrecht (Urban) 	<ul style="list-style-type: none"> Groenvlei³ 	<ul style="list-style-type: none"> Amantungwa Trust community Kingsley 	<ul style="list-style-type: none"> Nzima Mabaso Blue Mountain.

14.3.1 DISTRICT CENTRE/ PRIMARY NODE

(i) DESCRIPTION

The Urban core for the District has been identified as the CBD of Newcastle West. A potential second Primary Node has been identified as developing between Madadeni and Osizweni as part of the Newcastle SDF process. This node will, however, take many years to mature.

14.3.2 TOWNS

(i) DESCRIPTION

As opposed to the previous SDF's where Utrecht and Dannhauser were identified as Service Hubs, these urban cores have been identified as *Towns* in this review of the SDF. In accordance with the

² Although identified as a primary node in the Newcastle SDF, this node does not currently exhibit any of the characteristics of a Primary or Secondary Node.

³ Although it does not exhibit these tendencies currently, it is believed that it will develop further in the future to provide services to the rural communities of the Utrecht municipality.

Provincial Planning and Development Commission (2004, P37) definitions, Towns are identified as the seats of local municipalities in terms of the 2000 demarcation process, one in each of the local municipalities.

The settlement of Hattingspruit has also been identified as a Town.

14.3.3 SERVICE HUBS

(i) DESCRIPTION

A service Hub is a distribution and co-ordination point with a greater variety, higher order and more permanent range of services than that which is present in a satellite.

In the Amajuba District Municipality, Service Hubs have been identified as KwaMdakane in Dannhauser, and Groenvlei in eMadlangeni. The District has developed a Multi-purpose Community Centre (MPCC) at KwaMdakane which strengthens its role as a service hub. The Utrecht Municipality intends developing a MPCC at Groenvlei as part of the roll out of the second generation MPCC's.

The concept of Service Hubs corresponds with the Secondary Node concept in the Newcastle SDF. Secondary nodes have been identified as the Northern Gateway (Amajuba Mall and surrounds), the Southern Gateway (Casino development and surrounds), and the Madadeni and Osizweni CBD areas.

14.3.4 SERVICE SATELLITES

(i) DESCRIPTION

In terms of the Rural Service System Model developed by the Town Planning Commission, a hub is serviced by a number of service satellites which deliver supplementary services.

In the Amajuba District Municipality, the following communities have been identified as a Service Satellites:

- Ingogo
- Alcockspruit
- Amantungwa Trust community; and
- Kingsley.

14.3.5 SERVICE SUB SATELLITES

(i) DESCRIPTION

Satellites are served by a series of sub-satellites to deliver supplementary services.

In the Amajuba District Municipality, the following sub-satellites have been identified:

NEWCASTLE

- Ngagane

DANNHAUSER

- Keel Keel;
- Thirst;
- Flint; and
- Naasfarm.

EMADLANGENI

- Nzima
- Mabaso; and
- Blue Mountain.

14.3.6 MOUNTAINOUS AREAS NODAL DEVELOPMENT POLICY**i) BACKGROUND**

Due to a series of development applications in environmentally sensitive areas along the Drakensburg mountain range to the west of the District and in the Newcastle Municipality, a Mountainous Areas Nodal Development Policy was developed with grant funding from the Department of Local Government and Traditional Affairs.

ii) NORMANDIEN PASS NODE

Normandien node is an area of gentle rolling hillside and farm land, running from the low land areas up into the escarpment. This node has been extensively farmed over a period of many years, which has substantially altered the natural landscape and vegetation. However, this is not naturally detracting from the beauty of the landscape.

This area is locally known as the 'Ark' and is the area adjacent to the Normandien Pass where there are currently a number of existing developments. The Normandien Pass has been identified as part of the Drakensburg Meander route in the DM's Tourism Route Plan.

iii) DUNBLANE NODE

The topography ranges from gently sloping and rolling hillsides of grassland rising towards the escarpment of the Drakensburg, where the topography is steeper. The indigenous grassland has been denuded with the introduction of forestry and plantations, which have detracted from the natural beauty of the landscape.

Within this node there are a number of established farms and these range from aesthetically attractive, to the more practical and pragmatic nature of agricultural buildings. This node also

features the establishment of the Dunblane Golf and Trout Estate which is currently under development. This is promoted as an eco-estate by returning and rehabilitating the endemic flora and fauna to the landscape.

This area is adjacent to the D96 which is also part of the Drakensburg Meander route in the DM's Tourism Route Plan.

iv) INGOGO/ BOTHA'S PASS NODE

The topography of the Botha's Pass Node is of gentle hills ranging to steeper approaches to the escarpment of the Drakensberg. Deep valleys lie between the hills with a number of waterfalls and fast flowing rivers. Access is good, with the tarred R34 running through the node linking Memel with Newcastle. The vegetation ranges from grassland to wooded valleys. Areas of arable land have been cultivated where the topography and soil conditions allow.

Much of the landscape has been altered by farming activities, with demarcated arable land from the natural grasslands. Farm structures and dwellings dot the landscape. Some are completely out of context with their surroundings, being garishly coloured, however some of the agricultural buildings blend in with the landscape in a most natural way.

This area is located adjacent to the headwaters of the Ingogo river and there are a number of existing tourism-related developments in this area.

v) UTRECHT NODE

The approach and surrounding areas of the town are typical of berg grassland and scattered trees with the hills behind the town are rocky and covered with a variety of scrub vegetation and bushveld. The historical town of Utrecht is unique in that it lies in a conservancy. Established in 1854 Utrecht is a typical settler town which boasts a number of notable structures in a tight central core, surrounded by burger cottages. As a result of changing circumstances unfortunately many of the town's buildings have an air of decay and dilapidation. Utrecht remains a busy centre for local residents and those lying more distant as a meeting place and shopping centre, with a range of Government institutional buildings.

The town of Utrecht has the benefit of the unique conservancy being fenced with gates to each approach. The town's lands lie within the fence and are stocked with a variety of game and fauna.

Within the boundary of the town fence, Utrecht has a well established country club with a range of facilities.

14.4 PROTECTED AREAS

14.4.1 FORMALLY PROTECTED AREAS

(i) DESCRIPTION

There are only two formally conserved areas within the Amajuba DM, namely the Chelmsford Nature Reserve bordering the Ntshingwayo dam (57 km²), and the Ncandu Nature Reserve (12 km²).

Developments within these areas are planned and implemented by KZN Wildlife in accordance with management and development plans, subject to authority granted by DAEA and the DEAT.

Both of these protected areas are of very high conservation value. Chelmsford Nature Reserve is the only protected area to conserve the endemic vegetation type known as Natal Sour Sandveld (Acock's Veld Type 66) and protects the single largest oribi population in South Africa (approximately 170 animals (oribi are classified as Endangered). Ncandu Nature Reserve protects important patches of Northern KZN Mistbelt Forest and the source of the Ncandu River. Ncandu also has a dwarf chameleon that may be a new species and that is not known from anywhere else.

(ii) REQUIRED ACTIONS

The following action is recommended:

- Developments within these areas are to be planned and implemented by KZN Wildlife in accordance with management and development plans, subject to authority granted by DAEA and the DEAT.

14.4.2 CONSERVANCIES

(i) DESCRIPTION

There are several registered conservancies in the Amajuba DM. According to the Amajuba SEA (Udidi, p19), some of these have been developed with the tourism sector in mind, while others are purely for conservation purposes.

Conservancies within the Amajuba DM include:

- Schuilkop;
- Balele Bawaria;
- Doornberg;
- Hattingspruit; and
- Sunset Rest.

Membership of a conservancy by farmers is on a voluntary basis.

(ii) REQUIRED ACTIONS

The following action is recommended, namely:

- Encouraging land owners with KZN Wildlife C-Plan or MinSet identified areas to establish conservancies to protected environmentally significant areas.

14.5 URBAN GROWTH BOUNDARIES

(i) DESCRIPTION

These correspond with the boundaries of developed, built up areas. An urban edge facilitates a planned environment while protecting the natural environment so as to promote sustainable development. The urban edge intends to ensure that *ad hoc* development will not have a negative impact on planned development. Further, it facilitates the efficient delivery of services and infrastructure.

It is proposed that future urban uses are contained within the existing urban areas and development first seeks to densify and infill the existing urban areas. Residential and industrial activities, should, by virtue of their nature, take place on appropriate land within the urban areas. Agriculture land should not undertake a change in land use to accommodate such activities.

14.5.1 NEWCASTLE

The urban edge of the Newcastle-Madadeni-Osizweni-Blaauwbosch complex is defined so as to prevent urban sprawl in the 2005/6 IDP's SDF. The urban area of Newcastle-Madadeni-Osizweni extends from the Iscor site in the north to south of the Nomsa Land Reform project in the south and from Newcastle West to Osizweni in the east. Located in the centre of the urban area, on the western side of the N11 highway, is a large industrial area that effectively splits the area into eastern and western portions. The objective should be to develop this area in such a way that it links rather than separates the disjointed urban components.

Densification of the urban area, will maximise development opportunities and facilitate the efficient utilisation of existing resources, services and facilities. Further, it will promote the effective and efficient provision of future services and facilities.

14.5.2 DANNHAUSER

The urban edge of Dannhauser is defined as the boundaries of the erstwhile TLC as well as the Durnacol mine area which has recently been incorporated into the Dannhauser Town Planning Scheme. It also incorporates the settlement of Hattingspruit.

14.5.3 EMADLANGENI

The urban edge of the Utrecht Municipality is defined as follows:

- The boundary of the former Utrecht TLC;
- The boundary of the proclaimed Groenvlei Township;
- The boundary of the Kingsley Land Reform Project
- The boundaries of the Amantungwa Land Reform Project.

14.6 FUTURE RESIDENTIAL DEVELOPMENT

14.6.1 HOUSING DELIVERY

The provision of future housing should be concentrated in the *Towns*, *Service Hubs* followed by the *Service Satellites* and *Sub-satellites*. Each of the municipalities is developing Housing Plans at present which it is anticipated will reinforce the settlement hierarchy model.

14.6.2 INTEGRATION OF URBAN AREAS

Due to past Apartheid policies, the settlement pattern of the Amajuba District Municipality is characterized by a concentration of people in the Buffalo Flats area between the nodes of Newcastle, Dannhauser and Utrecht. The major sources of employment within the ADM are found in these nodes which are often some distance from the Buffalo Flats community.

To address these imbalances, future settlement should encourage integration between the Buffalo Flats and the aforementioned three nodes.

a) EMADLANGENI

In the eMadlangeni Municipality, this is to some extent occurring with the development of the Amantungwa Trust area. This land is strategically located between the eMadlangeni Municipality and the Dicks Cluster in the Newcastle Municipality.

b) NEWCASTLE

For the Newcastle Municipality, greater integration is needed between Newcastle East and West. This process will require the identification of strategically located land along the MR483 corridor as well as between Madadeni/ Osizweni and the Kilbarchan settlement.

c) DANNHAUSER

For the Dannhauser Municipality, integration should occur along the road linking Dannhauser via Verdriet to the KwaMdakane cluster.

14.7 LAND REFORM

(i) DESCRIPTION

The prime purpose of the country's land reform programme is to address the skewed land ownership patterns inherited from the apartheid past. The most immediate stated target that, this project is focused on is to ensure that 30% of white owned land has been

redistributed to black ownership by 2014 for sustainable agricultural development.

Contained within the land reform are a wide variety of legislative and policy tools to achieve the goal of greater equity in land ownership and land rights. These tools cover such areas as:

- Promoting tenure security which includes upgrading of tenure rights;
- Protection against eviction;
- Restitution of land to those who were forcibly removed from land under apartheid;
- Redistribution of land on a willing buyer, willing seller basis;
- Protection of informal rights in land;
- Providing support for new beneficiaries of land (financial, capacity, aid programmes);
- Addressing labour tenants issues; and
- Addressing communal land rights.

While the package of legislation and policy is fairly comprehensive, the Department of Land Affairs and the Regional Land Claims Commission (RLCC) who administer the land reform programme have recognised that the process of land transfer has been slow as it has been based on individual properties; that it has not been aligned with other development aims and objectives in terms of poverty alleviation, job creation, economic growth and skills development; that there have been poor post-transfer support services and that the programme has not been aligned with the priorities of district and local municipalities in terms of their Integrated Development Plans (IDP's).

The DLA is, together with the ADM, preparing an Area Based Plan (ABP) for the ADM and its LM's. The documentation had not been finalised at the date of the preparation of the SDF and alignment will only be possible in 2008.

(ii) REQUIRED ACTIONS

The following actions are recommended:

- Alignment of the vision, mission and strategies of the ADM with the SDF and IDP.
- Capturing the ABP's projects into the SDF.

PART 3: IMPLEMENTATION

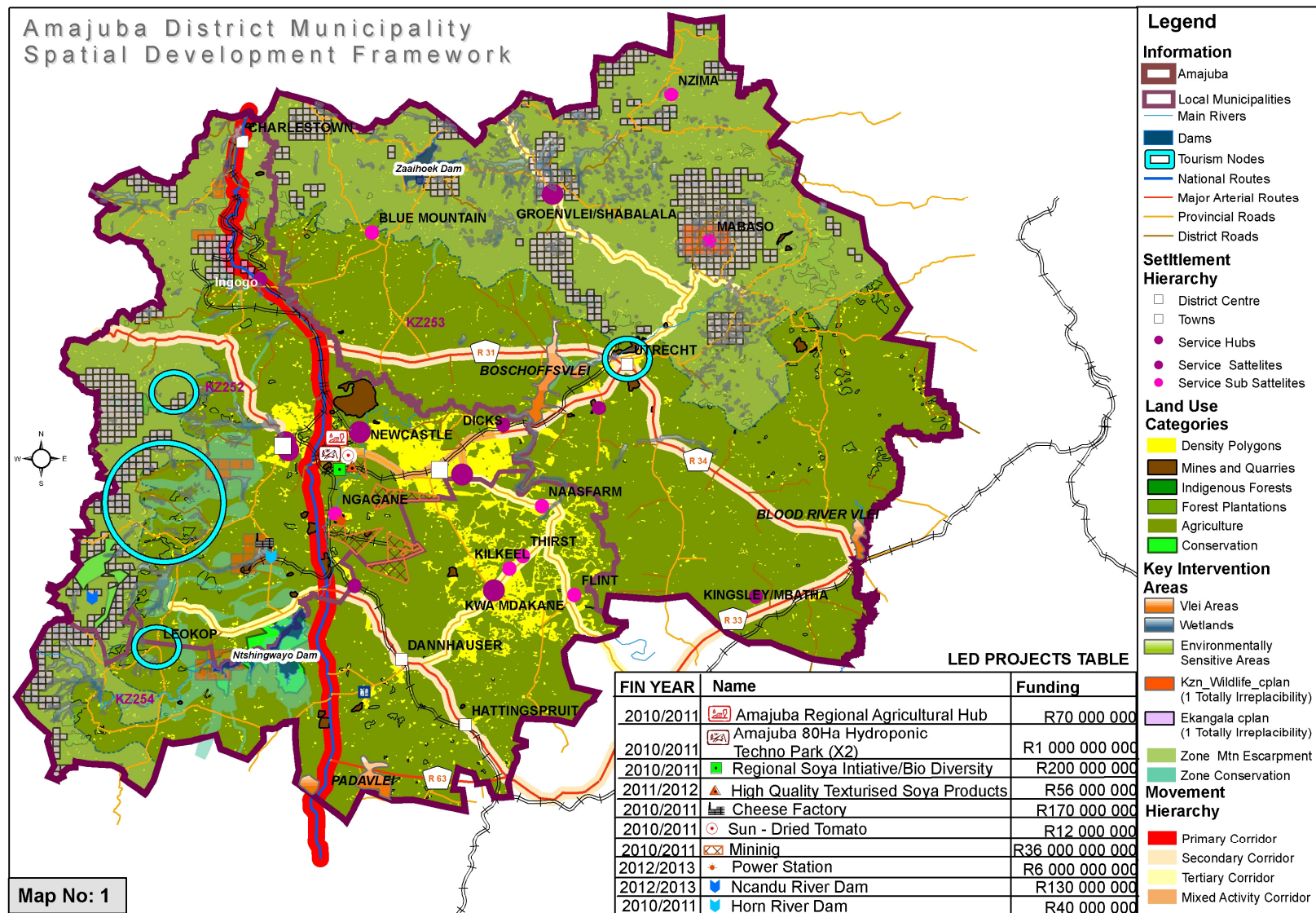
SECTION E: SDF IMPLEMENTATION PLAN

15.0 PROJECT IDENTIFICATION

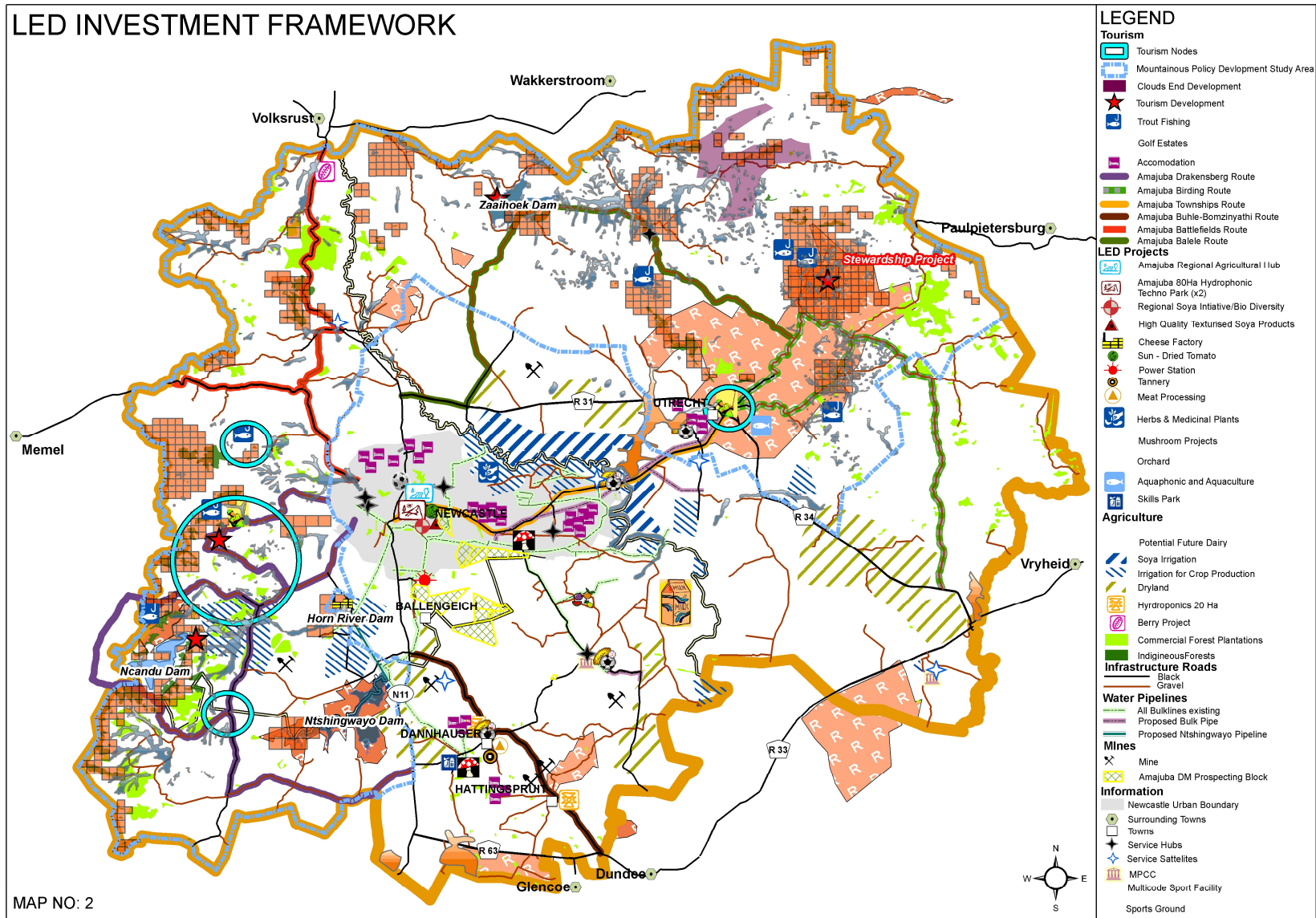
The following projects have been identified for implementation through the SDF, namely:

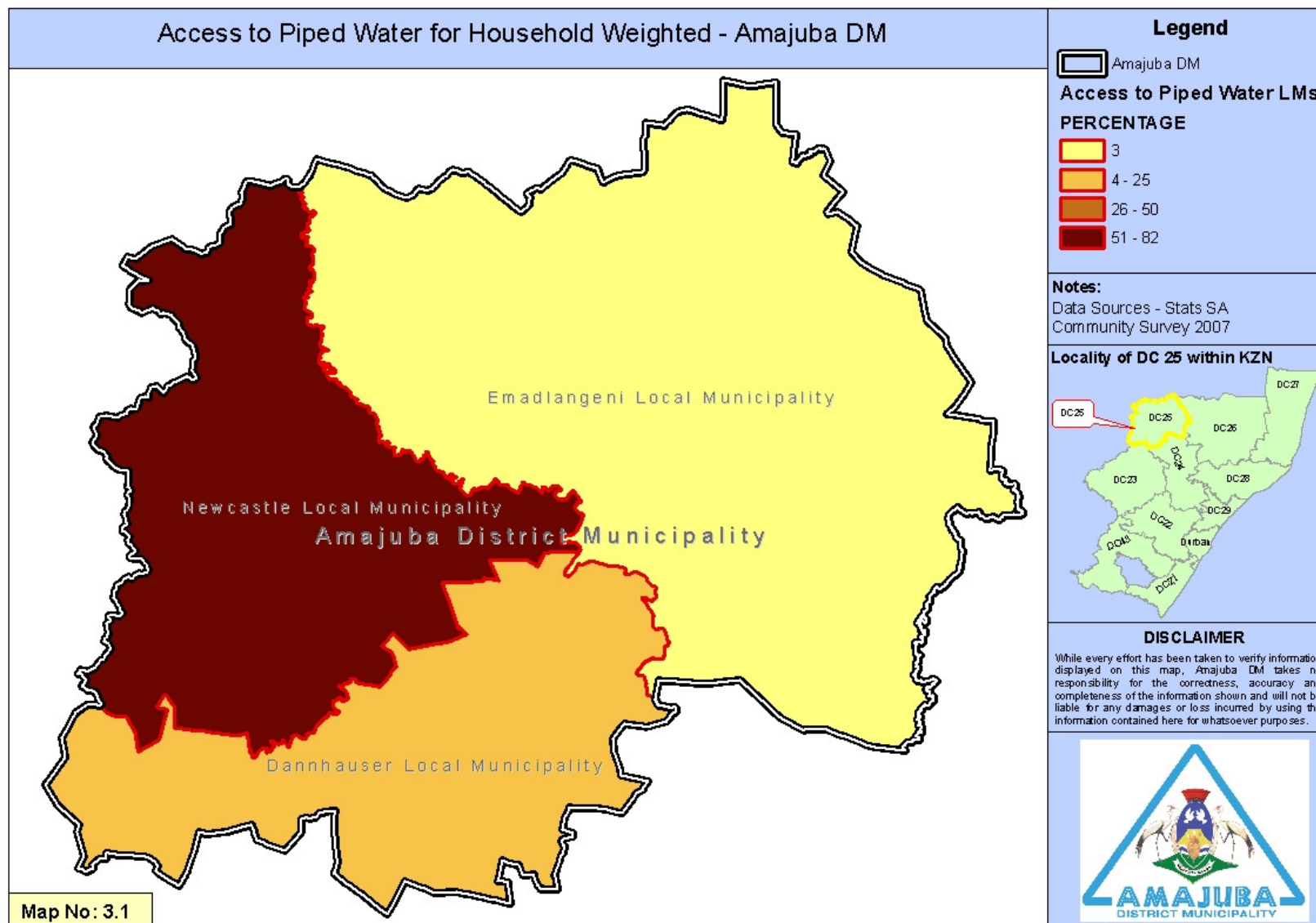
TABLE 28: SDF Implementation

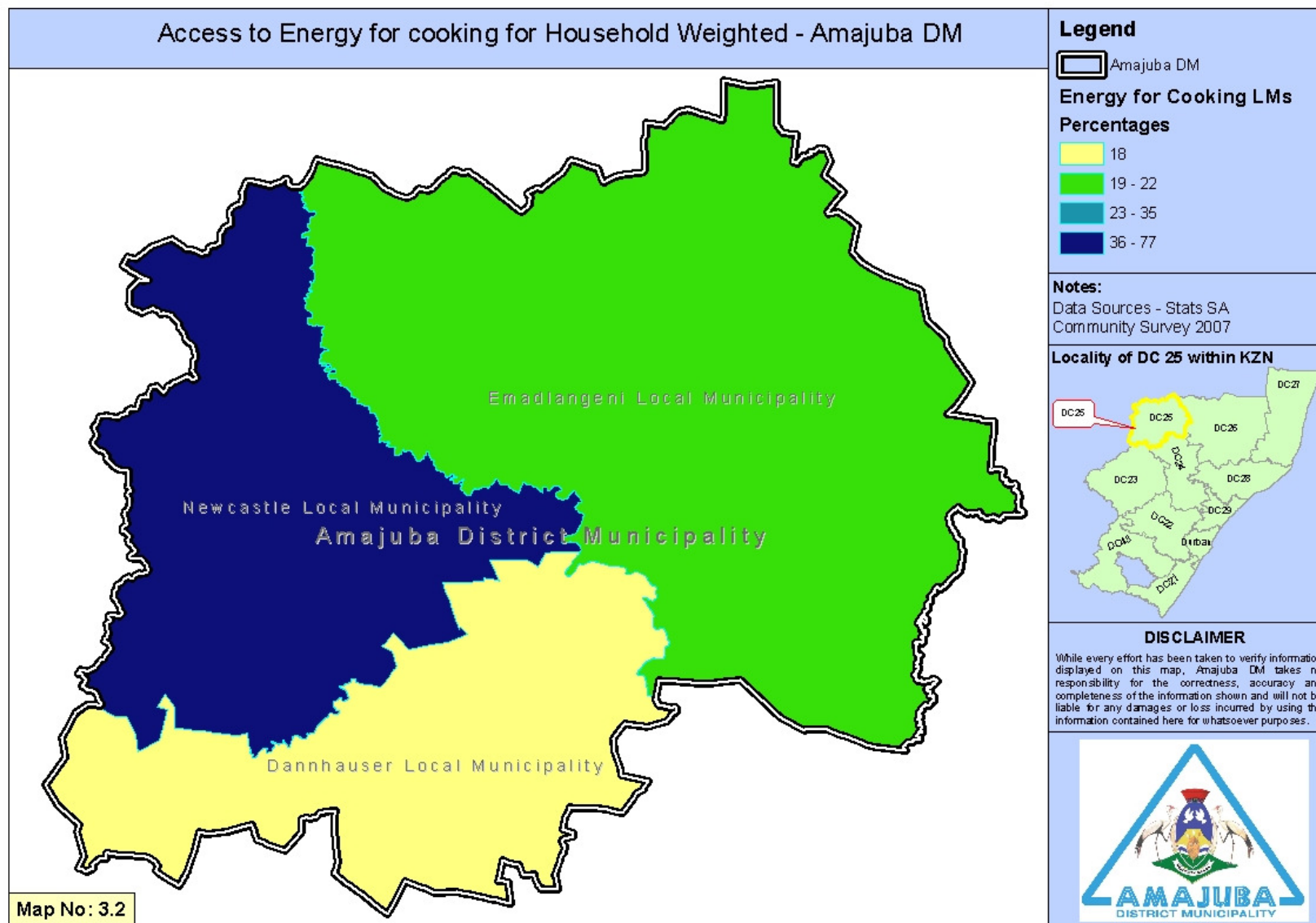
REF	PROJECT NAME	DESCRIPTION	RESP AGENT	FINANCIAL YEAR
1	Amajuba Hydroponic Techno Park	65 ha of hydroponic tunnels	SNS Projects, ADM	2010/11
2	Amajuba Regional Agricultural Hub/ Regional Market	Includes sorting and packaging, and distribution of agricultural products	ADM, NN, Ilangabi Holdings, Spoornet, National DOT	2010/11
3	Cheese Factory	Production and processing of milk and distribution of dairy products.	M. Philips, W. Collier, ADM, NN	2010/11
4	Sun Dried Tomatoes	Factory	SNS Projects, ADM, Amajuba Agric Coop	2010/11
5	Power Station	Power generation up to 2 000 mW and distribution into the main grid	ESKOM, Private	2012/3
6	Mining	Opencast and underground mining. Approximately 7 mines to extract coal to supply power station.	ADM	2010/11
7	Ncandu River Dam	Development of new dam for agricultural and potable water supply. (437 ha)	DWAF, Private	2012/13
8	Horn River Dam	Agricultural purposes only.	M. Philips	2010/11
9	Regional Soya Initiative/ Bio-diesel processing plant	Processing of soya to oil.	ADM, NN, Siyanda Oils	2010/11
10	High Quality Texturised Soya Products	Soya from the plant to be manufactured into consumable soya products.	ADM, NN, Private	2011/12
11	Nodal Development	Preparation of Precinct Plans for one of the nodes	ADM DLGTA	2010/11

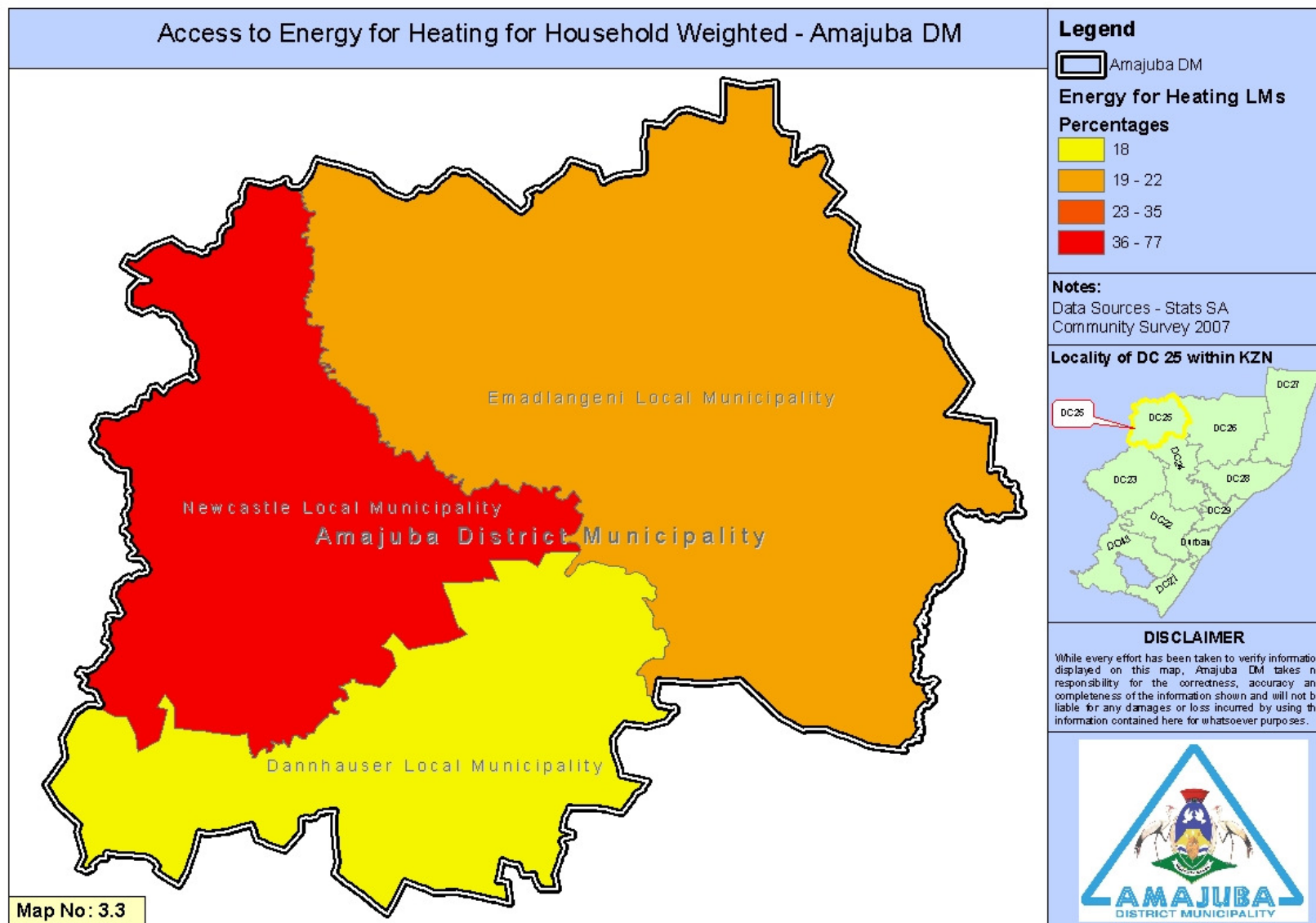


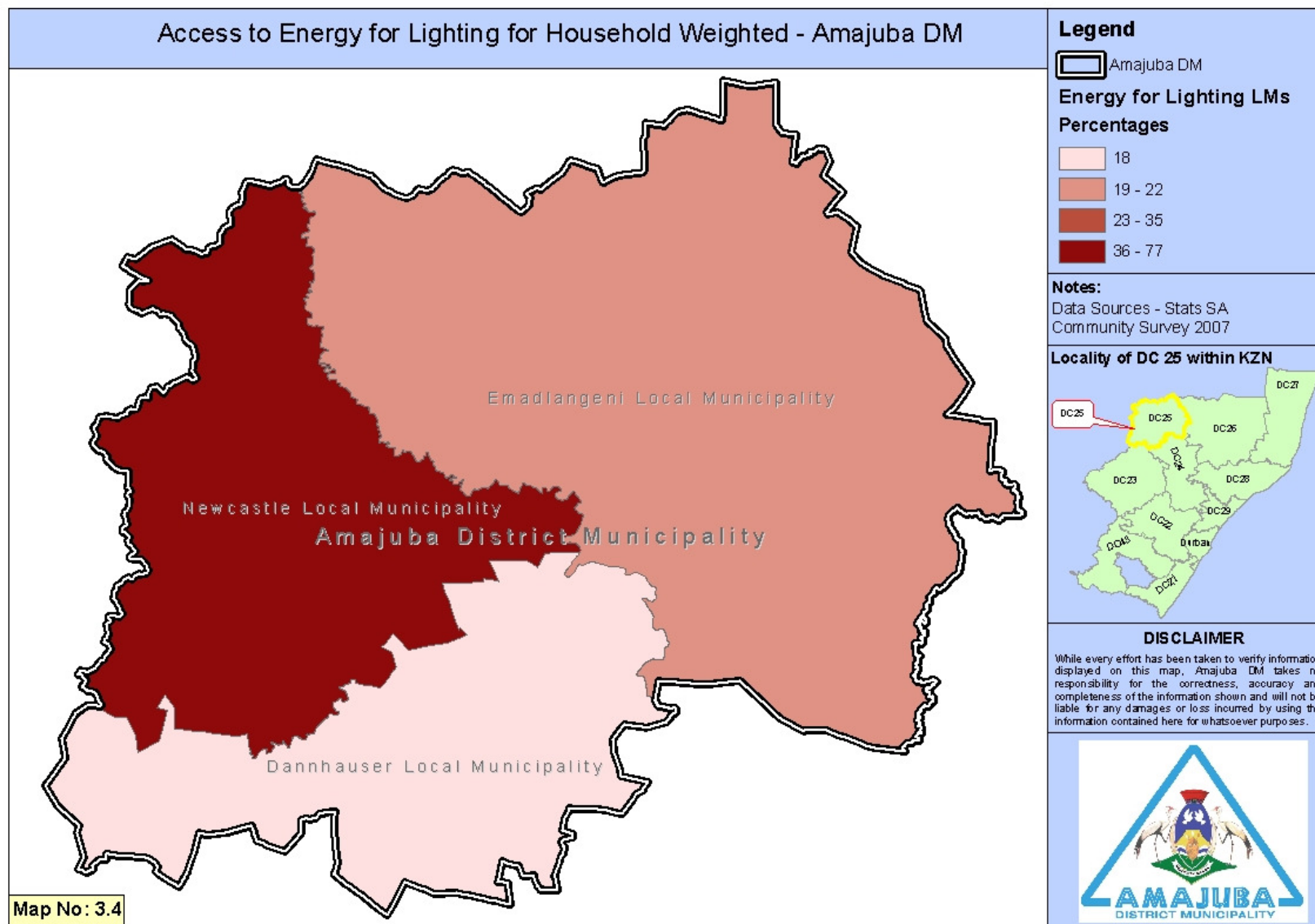
LED INVESTMENT FRAMEWORK

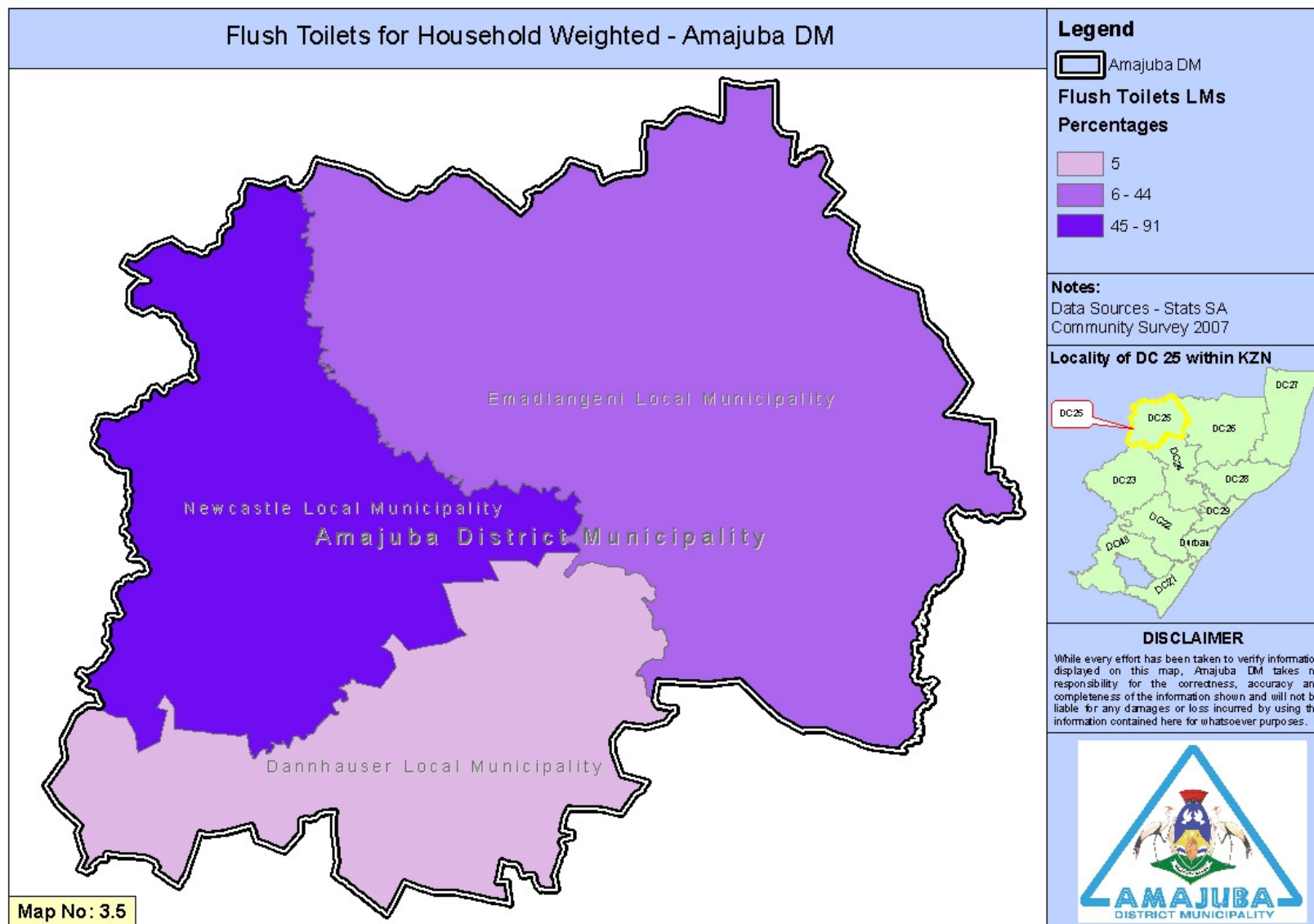




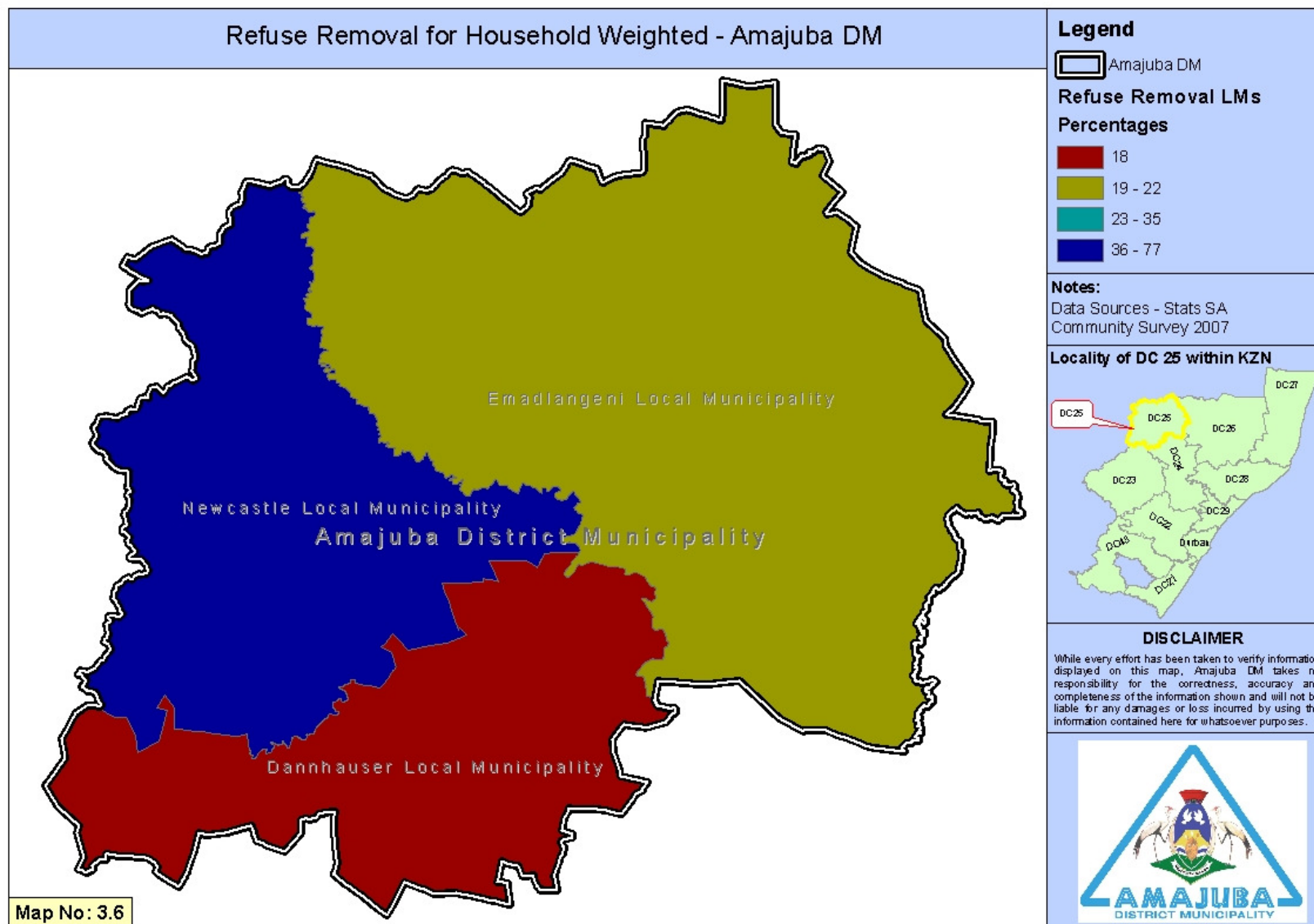


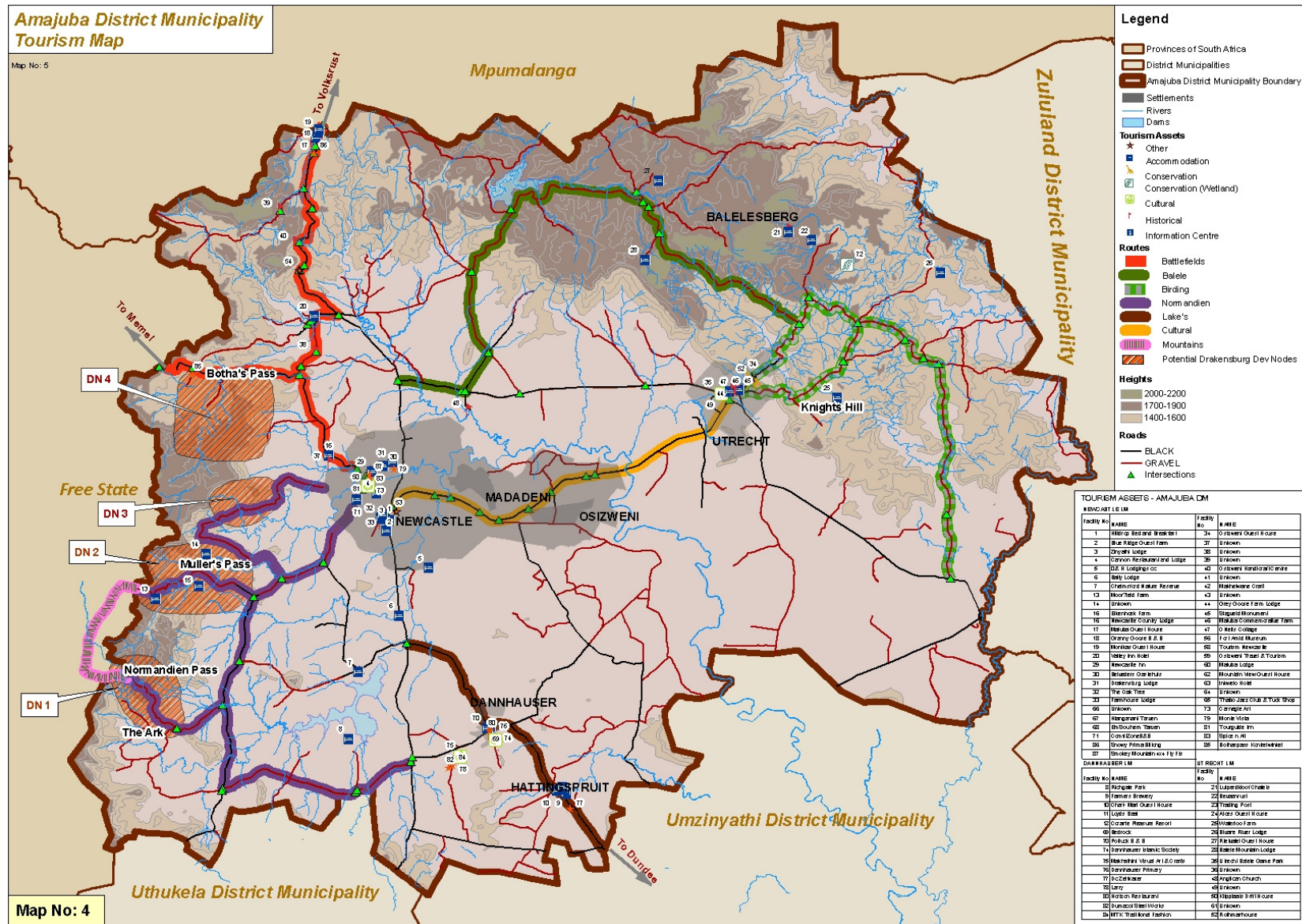


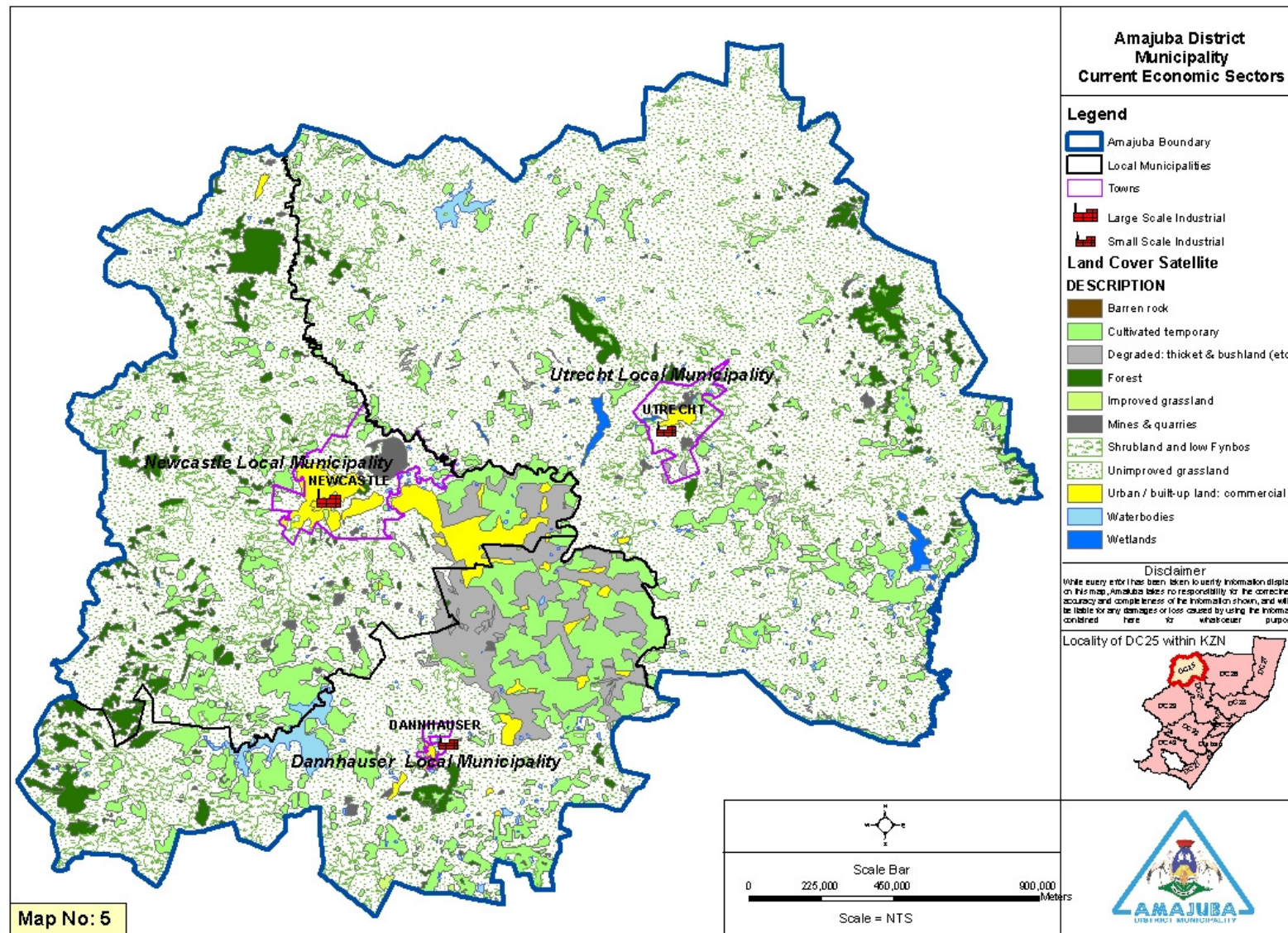


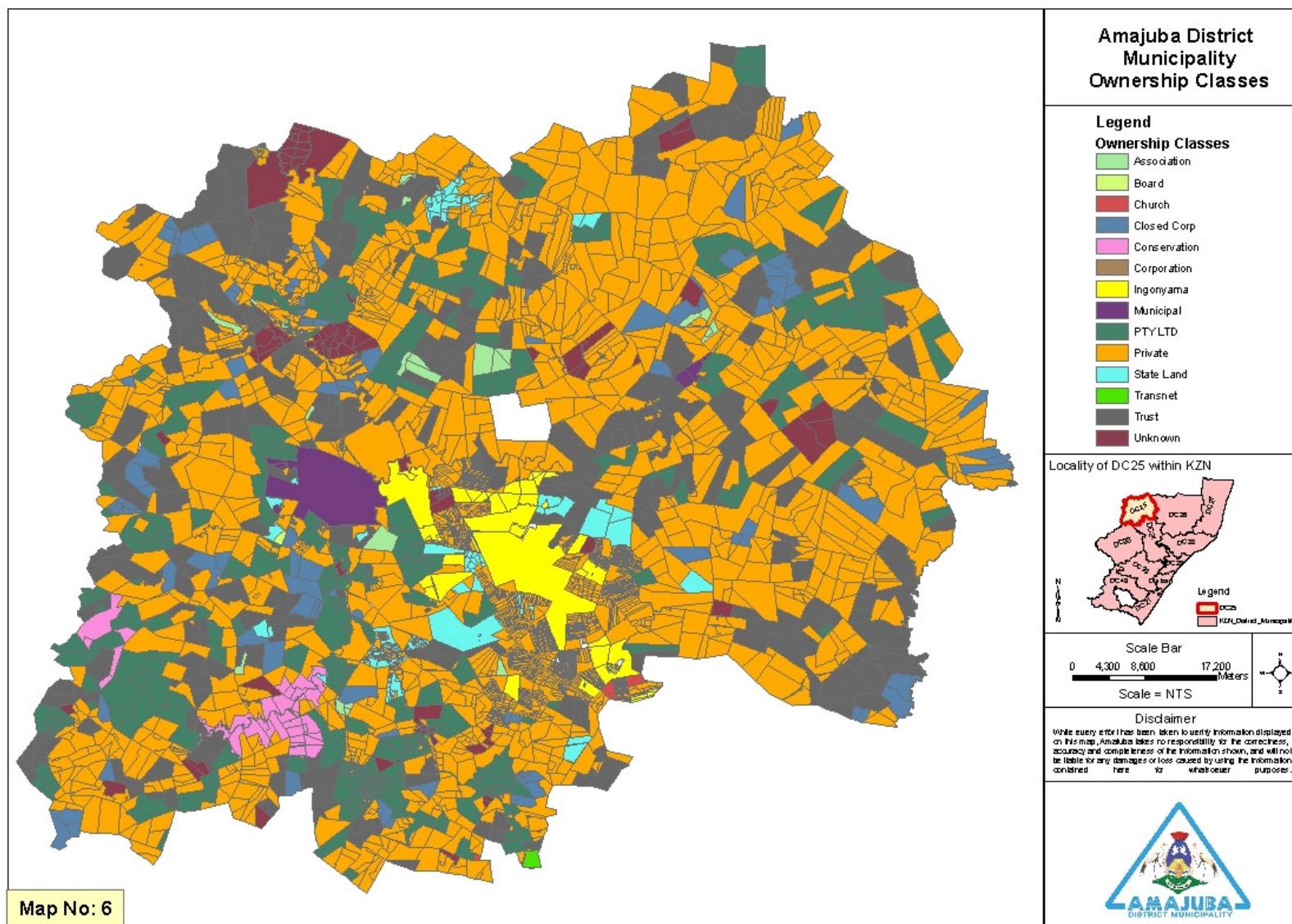


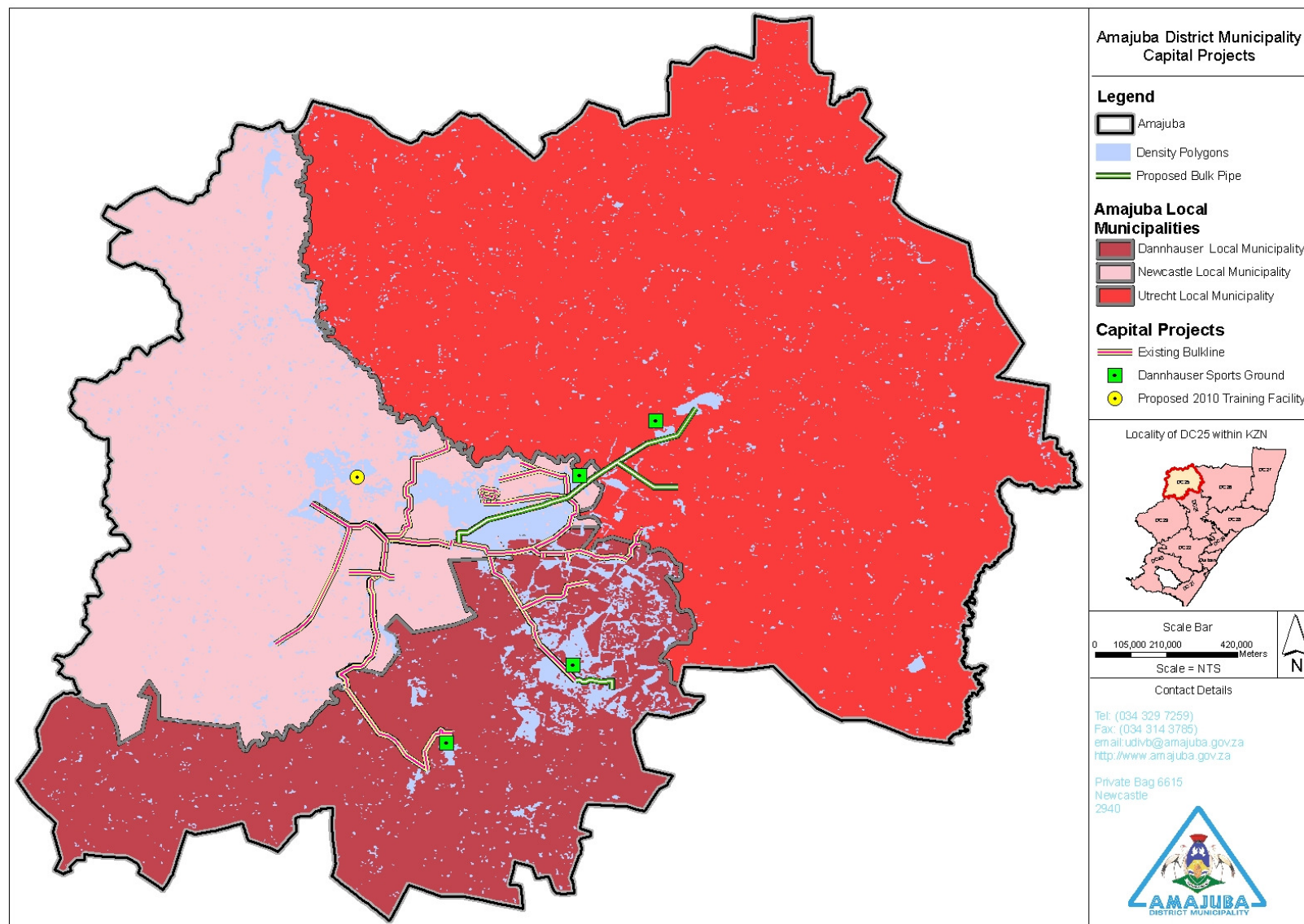
Map No: 3.5

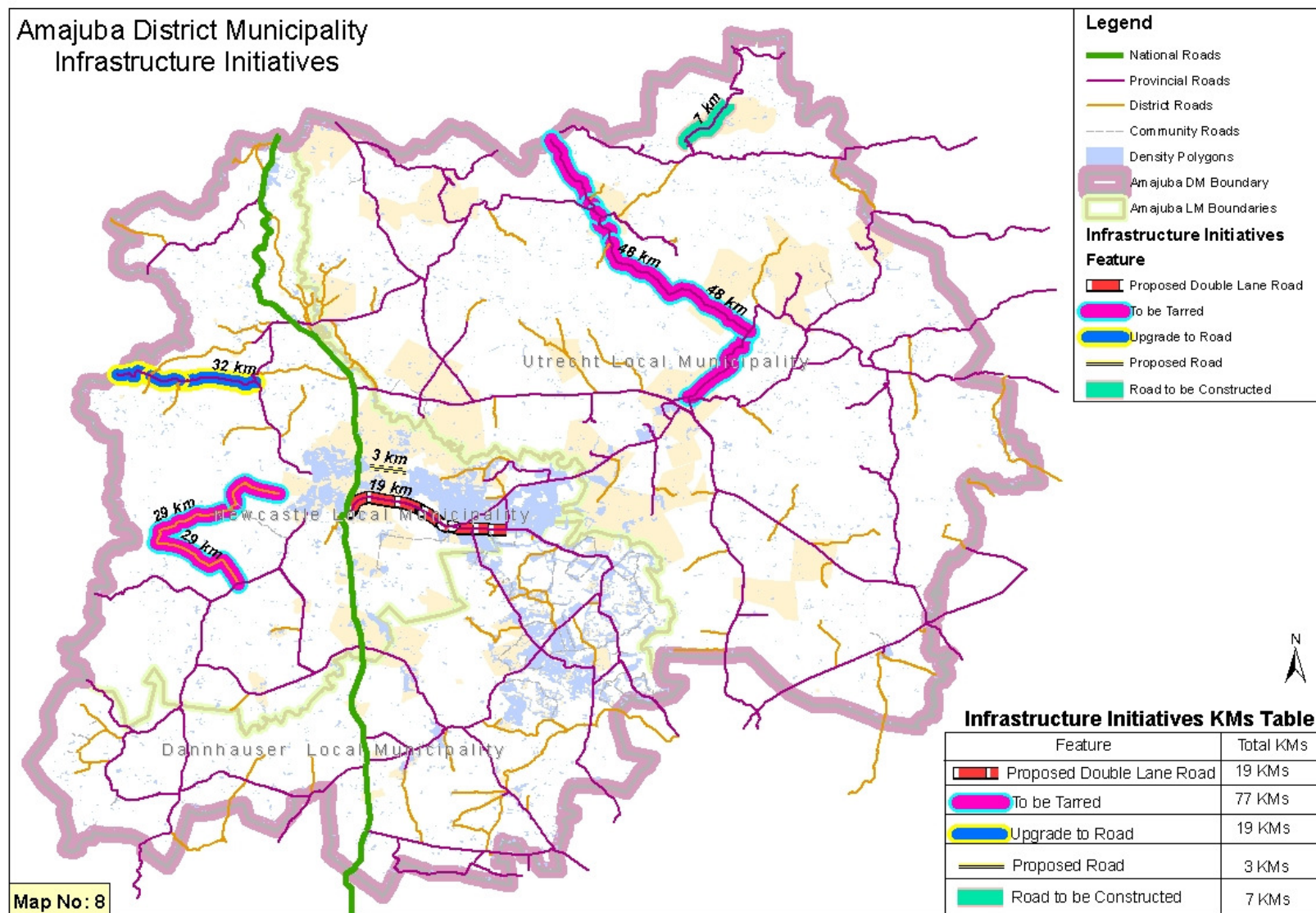












ANNEXURE A: LAND USE MANAGEMENT FRAMEWORK

1.0 INTRODUCTION

The ADM decided not to prepare a Land Use Management Framework (LUMF) and to allow for the SDF to provide guidance to the three local municipalities in formulating their Land Use Management Systems (LUMS). This was fulfilled during the preparation stages of the LUMS which was finalised during 2007 by all three LM's in the ADM.

With the review of the SDF and its capture into the new format, some of these sections, which include land use specific guidelines, have been omitted from the body of the SDF report. To prevent the loss of this information, which is aligned with the DM's Sector Plans, this Annexure has been created which is now the repository of this data.

The development controls for the Approaches and Escarpment Zones are also included in this section.

2.0 LAND USE MANAGEMENT FRAMEWORK

2.1 WETLANDS

Recommendations for these areas, as identified in the Amajuba EMP (Udidi, p9), include:

- Where not zoned for development, wetlands be given conservation status.
- Wetlands should not be drained, filled or in any way artificially altered.
- Where the construction or dredging of canals is necessary, these be designed to minimize the degradation of wetland functions.
- Roads should not be constructed through wetlands, but if absolutely essential shall be elevated above wetland surfaces. If this is not possible, culvert pipes must be significantly large and spread throughout the length of the wetland to cause the least disruption to the natural system.
- Access to wetlands by off-road vehicles, man and livestock must be prevented.
- Degraded wetlands shall be rehabilitated.
- Wetland vegetation shall be maintained and all exotic vegetation removed.

2.2 AQUIFERS AND RIVERS

Recommendations in general for these areas, as identified in the Amajuba EMP (Udidi, p13), include

- Flow or level of water shall not be artificially altered;
- Strict policing of illegal dumping is to be undertaken;
- All vegetation on the banks of rivers or streams must be protected;
- All vegetation within 10m of the banks of the rivers or to the 1:100 year flood line, and within 3m of the banks of all streams must be given conservation status;

- Pollution by toxic substances, excessive nutrients (phosphates and nitrates) and suspended particle matter is to be avoided; and
- Contamination by aquatic weeds is to be strictly forbidden.

2.3 VEGETATION

2.3.1 FORESTS

Recommendations in general for these areas, as identified in the Amajuba EMP (Udidi, p13), include

- All forests are protected in terms of the Forest Act, and the felling of any trees or disturbance to any forest requires a permit from DWAF.
- This vegetation is to be retained and given conservation status;
- No undergrowth may be removed or the natural forest structure interfered with in any way;
- All forests along streams and rivers must be conserved to prevent bank erosion; and
- Wherever possible, patches of forest must be linked to form a continuous network to facilitate the migration of fauna and flora.

2.3.2 GRASSLANDS

Recommendation for use of grasslands:

- The ADM has an important role to play in ensuring that both conservation and development goals can be obtained, and specifically in promoting activities (such as bird routes) that link economic development to the maintenance of healthy grasslands.
- The municipalities within the ADM need to adopt rates policies that promote conservation, or at least do not encourage destruction, of the natural grasslands i.e. serious consideration should be given to rates exclusions for landowners/communities who are prepared to formally protect grassland habitat (KZN Wildlife and the Botanical Society can be contacted for further discussions on this subject).
- As far as possible land settlement and infrastructural development should be encouraged on existing transformed sites, and not on virgin grassland.
- Any activity by the municipalities or any other landowner that destroys grassland requires authority and a Record of Decision from the Department of Agriculture and Environmental Affairs.
- The ADM should lobby government for payment for environmental services for landowners that are prepared to forgo development opportunities in order to maintain water production from high-yielding catchments.
- Recommended agricultural stocking rates and grazing systems must be adhered to, and burning should not take place annually.

2.4 WATTLED CRANE NESTING SITES

Recommendations in general for these areas, as identified in the Amajuba EMP (Udidi, p15), include:

- Goodman (2002) in Udidi (2003) recommends the maintenance of a 5km radius of natural grassland around nesting sites.

2.5 ORIBI HABITAT

Recommendations in general for these areas, as identified in the Amajuba EMP (Udidi, p16), include

- Although parts of the habitat are protected within the Chelmsford Nature Reserve, there is a need to extend the protection of this habitat.

2.6 HISTORICAL/ CULTURAL HERITAGE

2.6.1 HERITAGE PROTECTION MEASURES

- An area earmarked for development should be assessed for the availability of archeological, historical and cultural sites. If there are none available, a qualified Archaeological heritage specialist would recommend accordingly. Should there be such sites in the area, the specialist would recommend the necessary mitigation measures.
- Where mitigation has been recommended, the heritage sites would be evaluated and classified according to a predetermined level of importance and significance. The scale of classification is in two ways: High, medium or low significance; and National, Provincial, Local importance.
- National and Provincial Sites are usually marked and maintained sites that may not be altered or destroyed at any cost.
- Most archaeological sites are not readily visible to none specialists. Therefore, as part of Environmental Impact Assessment, an Archaeologist is included as a Heritage Specialist to survey the area and make the necessary recommendations.
- Archaeological Assessments are conducted in phases starting with Phase 1. This is a basic reconnaissance survey conducted by walking in transects over the land to be developed. All archeological sites identified would be recorded. A report is produced in this regard which would also include recommendations as well as heritage resources value classification. Phase 1 may also include site testing where large and potentially important sites are discovered. Phase 2 may only be conducted if archeological sites have been discovered and classified as important. This phase involves mitigation measures. This may be an archeological excavation aimed at rescuing the site by documentation to allow the development to go ahead. Phase 3 involves monitoring. This is done during the development to assess whether archaeological materials are being destroyed. Should such materials be identified, the relevant heritage authorities could call for archeological salvage and rescue exercises. Thereafter, the development would proceed.

2.6.2 RECOMMENDATIONS TO DEVELOPERS

- Developers that require Environmental Authorisation for their projects would also need clearance from the Kwa-Zulu-Natal Heritage Council (Amafa Kwa-Zulu-Natali). While this council does not conduct the assessments where they are needed, they do however make recommendations for heritage assessment conducted by Independent Archaeologist Specialists.

- Any change in land-use *status quo* should be treated as a potential threat to archeological sites. Such sites may not be clearly visible but may be encountered immediately once the development begins. This may lead to Environmental Authorities ordering the development to stop to allow specialists to deal with the finds. Usually developments usually dig up human remains and such cases may lead to delays on the development. It is highly recommended that developers fulfill the basic requirements of pre-development authorisation including the archaeological assessment to avoid potential delays and costs.
- Should developers encounter archaeological and other cultural materials on site, they are advised to call the Heritage Authorities in order to rectify the situation without unnecessary delays or authorization complications.
- The law specially protects human burials and graves and they may not be destroyed or tampered with without prior permit from the heritage authorities. Where development is due and burials or graves have been found, the developer should conduct mitigation studies with recommendations. Should the development warrant the relocation of the burial, Burial and graves permits must be obtained from SAHRA. Note that burials may be moved only if all concerned/ interested parties and other stakeholders agree on the mitigation measures. Only then can a permit be motivated for and be issued.
- No person may excavate an archaeological site for artifacts or any other reason without prior permission from the relevant heritage authorities. Archeological sites are sensitive and non-renewable heritage resources and they should be accorded the necessary respect as stipulated in the various environmental and heritage legislation.
- In situations where the landowner wants to develop archeological sites such as rock paintings on their sites for access by the public or for commercial purposes, they are required to apply for the relevant permits from the South African Heritage Agency. The permit also requires the landowner or developer to design a Site Management Plan detailing how the site is going to be protected and sustainably used. Such services may be provided by independent Cultural heritage Management Specialists.
- Where a landowner wants to collect archeological materials on their land, they are required to obtain the relevant permit for collection and storage of archeological heritage material from SAHRA.

2.7 KZN WILDLIFE C-PLAN AREAS

Recommendations:

- Approach KZN Wildlife for approval of development prior to initiating any development.
- EIA very definitely required and depending on the nature of the proposal unlikely to be granted.

2.8 CONSERVED AREAS

2.8.1 FORMALLY CONSERVED AREAS

- Developments within these areas are planned and implemented by KZN Wildlife in accordance with management and development plans, subject to authority granted by DAEA and the DEAT.

2.8.2 CONSERVANCIES

- Encouraging land owners to establish conservancies.

2.9 THE ABILITY OF THE LANDSCAPE TO MEET HUMAN NEEDS

In terms of the development of sustainable agriculture in general, as identified by the Amajuba EMP (Udidi, p28), the following generic recommendations are made⁴:

a. Conserve and create healthy soils

- Stop soil erosion by terracing, strip cropping and repair gullies;
- Add organic matter to soils;
- Conservation tillage;
- Plant wind breaks by using indigenous trees; and
- Rotate crops with hay, pastures or cover crops.

b. Conserve water and protect its quality

- Reduce the use of chemicals;
- Establish conservation buffers adjacent to sensitive areas (ie. Wetlands and indigenous forests);
- Cultivate crops appropriate to the soil type and climate of an area; and
- Use efficient irrigation methods.

c. Manage organic wastes and farm chemicals so that pollution is minimized.

d. Manage pests with minimal environmental impact

e. Select plants and animals adapted to the environment of the Amajuba DM

f. Encourage Biodiversity

- Diversify types and generic make-up of crops and livestock raised;
- Leave habitats for wildlife (ie. Field margins, unmowed strips, pond and stream borders, etc.);
- Maintain the health of streams;
- Provide wildlife corridors; and
- Rotate row crops with hay crops.

⁴ For a complete listing of all recommendations, refer to the Amajuba EMP.

2.10 DEVELOPMENT CONTROLS FROM THE MOUNTAINOUS AREAS NODAL STUDY

2.10.1 ESCARPMENT MOUNTAINOUS ZONE (EMZ)

The EMZ consists of deeply incised broken terrain – this is a highly sensitive or fragile environment, with a high proportion of this zone indicated as of Very Restricted or Restricted Land Use Potential Agricultural Land Potential. This zone is intended to protect and manage agricultural and other uses in this sensitive area.

BUILDING AND LAND USE CATEGORY	ESCARPMENT MOUNTAINOUS ZONE
FREELY PERMITTED	Agricultural Building Agricultural Land (restricted to extensive agriculture) Dwelling House Private Recreational Use
DEVELOPMENT PERMIT	Bed and Breakfast Facility Farm Stall
SPECIAL CONSENT	Additional Dwelling House Camping Site (restricted to Nature and Culture-based Tourism) Educational Building Municipal Purposes Place of Public Worship Special Use
PROHIBITED	Buildings and land uses not listed in this table.

- Any agricultural land use proposed to be undertaken on virgin soil or land which has been undisturbed for a period longer than ten years, shall first obtain the consent of the Department of Agriculture and Environmental Affairs.
- A change of land use from agriculture may require the consent of the Department of Agriculture and Environmental Affairs.
- All development shall be undertaken in accordance with a Development Plan and specific Site Development Plans.

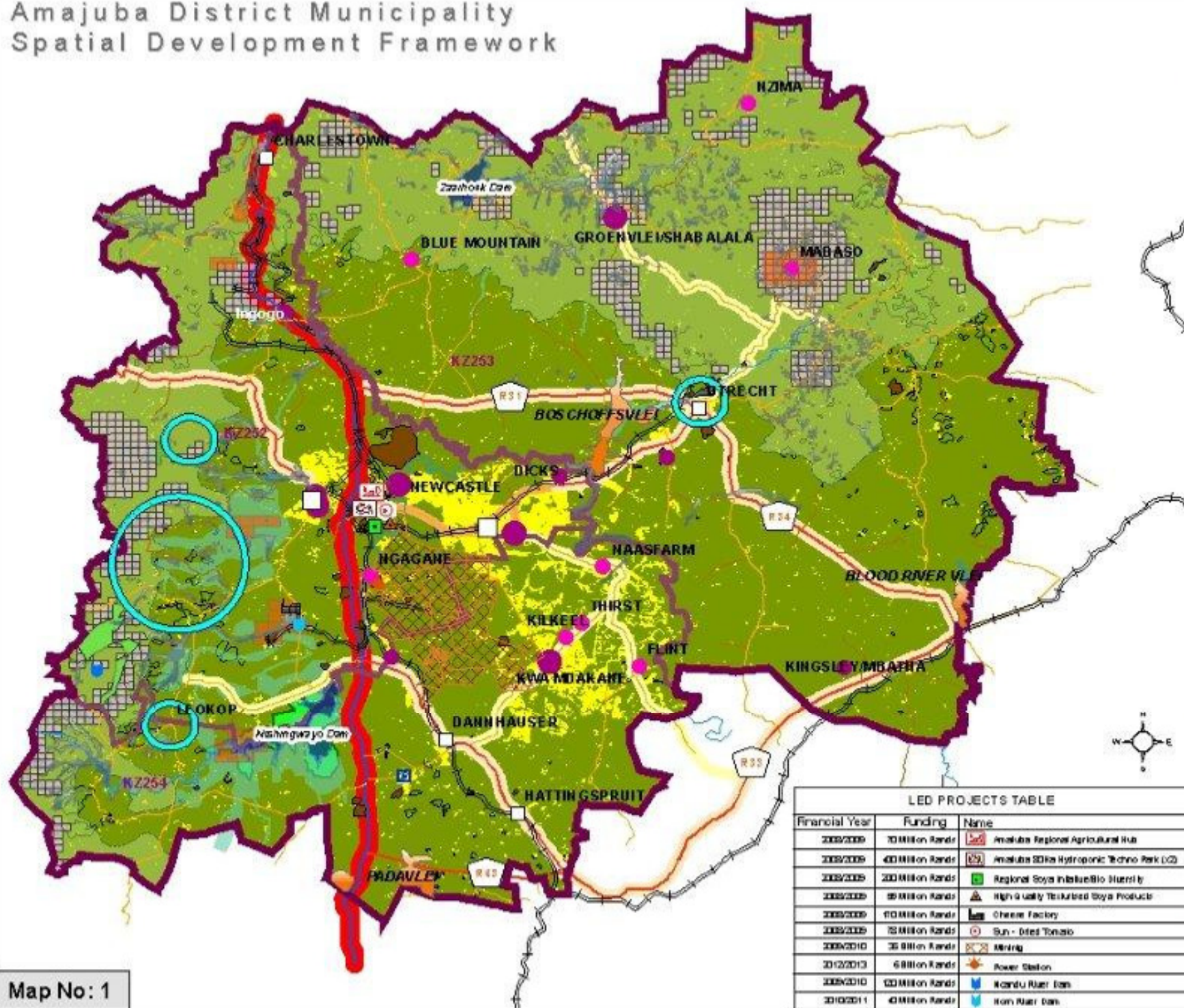
2.10.2 THE APPROACHES ZONE

The Approaches Zone comprises the lower lying plains, with relatively gentle slope gradients and soil types that in places are well-suited for arable and intensive forms of agriculture. Most of this zone contains land of High, Good and Moderate Agricultural Potential. The Approaches Zone plays an important buffer function, in the protection of landscape quality of the Escarpment Mountainous Zone. In terms of the SDF certain development nodes are proposed. As and when development occurs in these nodes detailed zoning controls can be introduced (for e.g. Special Zones).

BUILDING AND LAND USE CATEGORY	APPROACHES ZONE
FREELY PERMITTED	Agricultural Building Agricultural Land Dwelling House Private Recreational Use
DEVELOPMENT PERMIT	Bed and Breakfast Facility Farm Stall Farm Store
SPECIAL CONSENT	Additional Dwelling House Agricultural Industry Caravan Park (restricted to Small Scale Tourism Development) Camping Site (restricted to Small Scale Tourism Development) Chalet Development (restricted to Small Scale Tourism Development) Educational Building Municipal Purposes Place of Instruction Place of Public Worship Recreation Club Recreational Building Restricted Building Special Use
PROHIBITED	Buildings and land uses not listed in this table.

- Any agricultural land use proposed to be undertaken on virgin soil or land which has been undisturbed for a period longer than ten years, shall first obtain the consent of the Department of Agriculture and Environmental Affairs.
- A change of land use from agriculture may require the consent of the Department of Agriculture and Environmental Affairs.
- All development shall be undertaken in accordance with a Development Plan and specific Site Development Plans.

Amajuba District Municipality Spatial Development Framework



Legend

Information

- Amajuba
- Local Municipalities
- Main Rivers
- Dams
- Tourism Nodes
- National Routes
- Major Arterial Routes
- Provincial Roads
- District Roads

Settlement Hierarchy

- District Centre
- Towns
- Service Hubs
- Service Satellites
- Service Sub Satellites

Land Use Categories

- Density Polygons
- Mines and Quarries
- Indigenous Forests
- Forest Plantations
- Agriculture
- Conservation

Key Intervention Areas

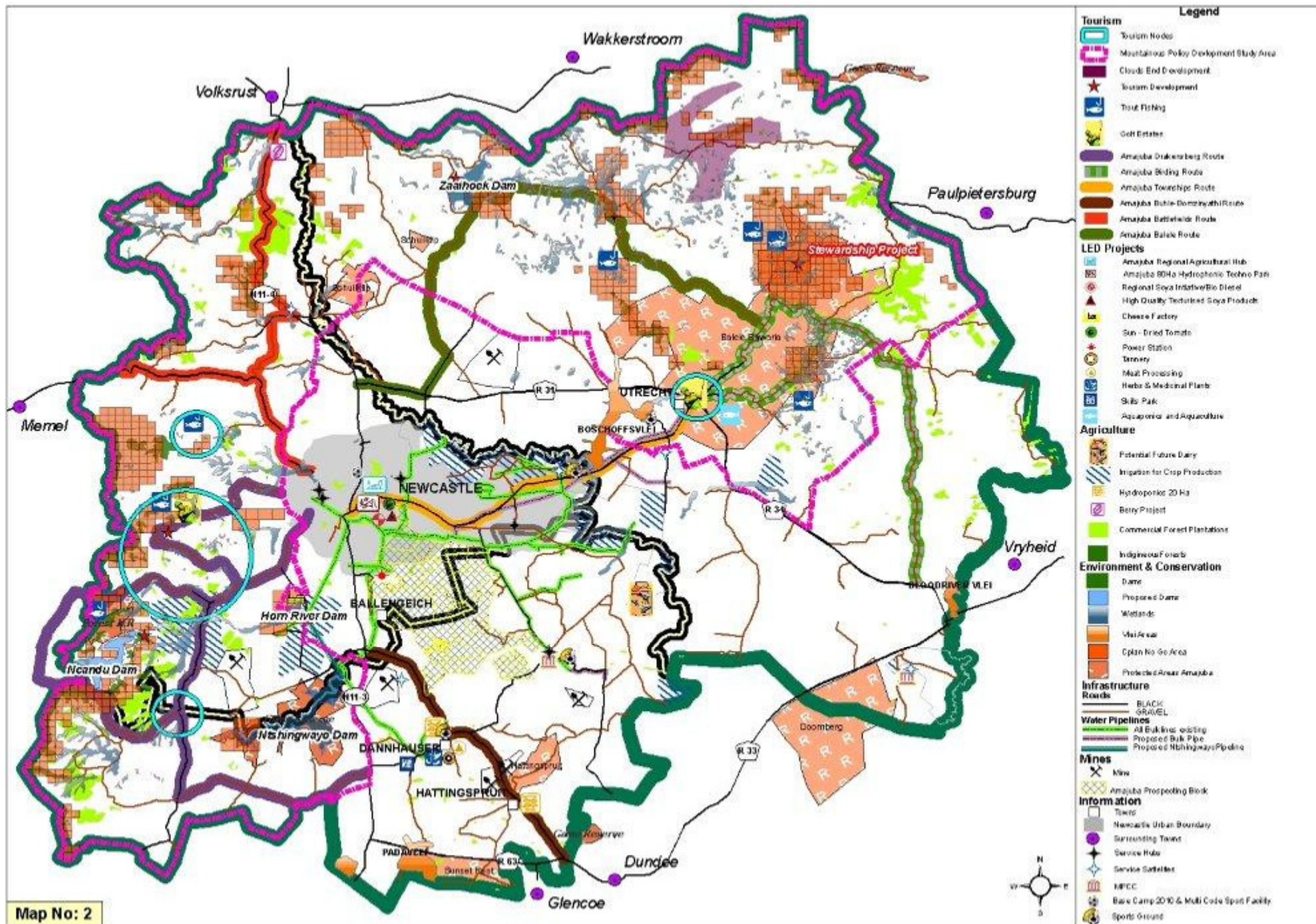
- Vlei Areas
- Wetlands
- Environmentally Sensitive Areas
- Kzn Wildlife cplan (1 Totally Irreplaceability)
- Ekangala cplan (1 Totally Irreplaceability)
- Zone Mtn Escarpment
- Zone Conservation

Movement Hierarchy

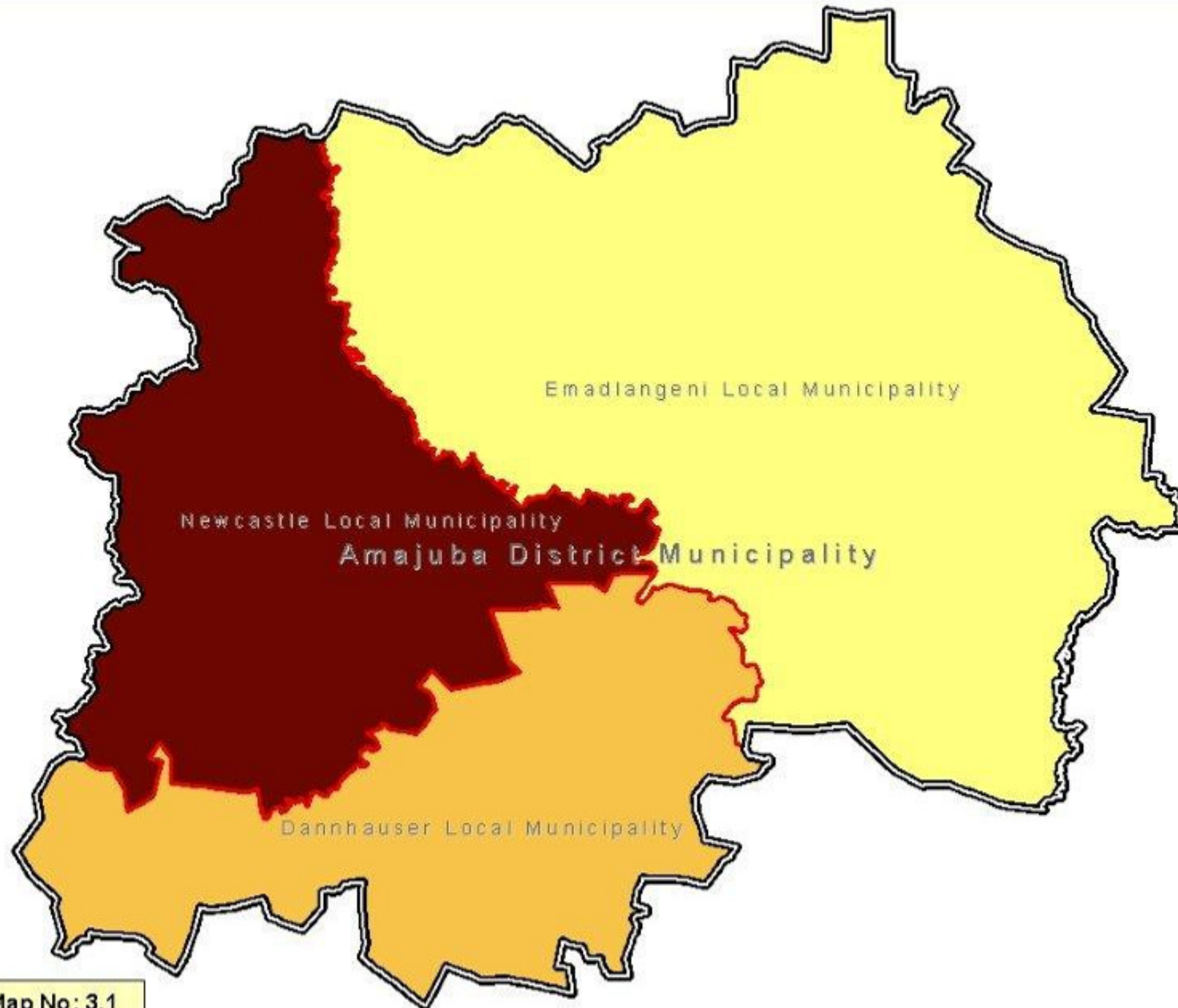
- Primary Corridor
- Secondary Corridor
- Tertiary Corridor
- Mixed Activity Corridor

LED PROJECTS TABLE

Financial Year	Funding	Name
2009/2010	10 Million Rands	Amajuba Regional Agricultural Hub
2009/2010	400 Million Rands	Amajuba SOI's Hydroponic Techno Park LOD
2009/2010	200 Million Rands	Regional Soya Intellectual Hub
2009/2010	50 Million Rands	High Quality Textured Soya Products
2009/2010	100 Million Rands	Cheese Factory
2009/2010	75 Million Rands	Sun - Dried Tomatoes
2009/2010	35 Billion Rands	Mining
2012/2013	6 Billion Rands	Power Station
2009/2010	100 Million Rands	Komo River Dam
2010/2011	40 Million Rands	Komo River Dam




Access to Piped Water for Household Weighted - Amajuba DM



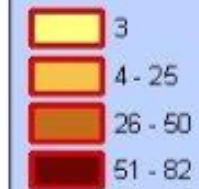
Map No: 3.1

Legend

 Amajuba DM

Access to Piped Water LMs

PERCENTAGE



Notes:

Data Sources - Stats SA
Community Survey 2007

Locality of DC 25 within KZN




DISCLAIMER

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





Access to Energy for cooking for Household Weighted - Amajuba DM

Legend

 Amajuba DM

Energy for Cooking LMs Percentages

-  18
-  19 - 22
-  23 - 35
-  36 - 77

Notes:

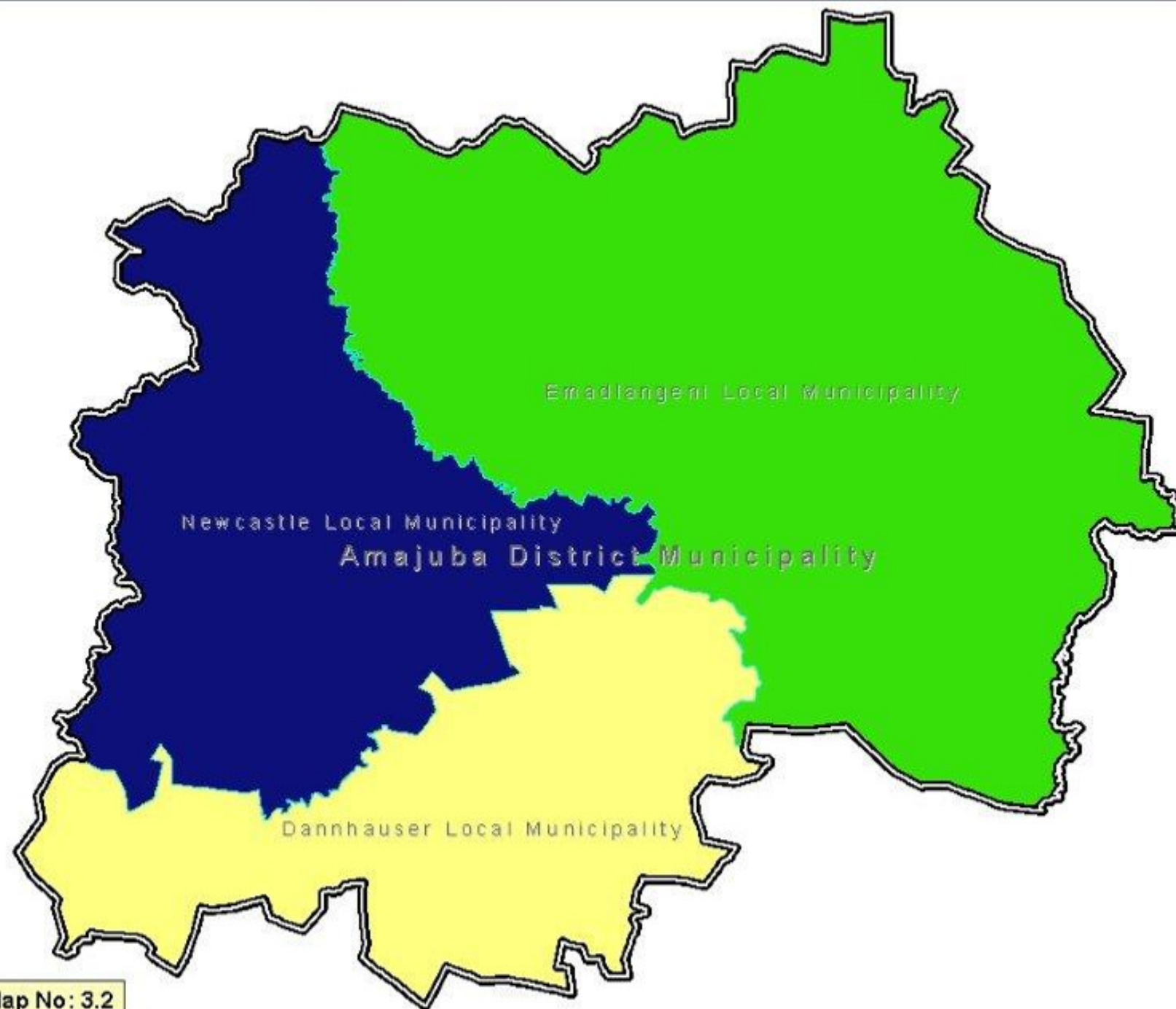
Data Sources - Stats SA
Community Survey 2007

Locality of DC 25 within KZN

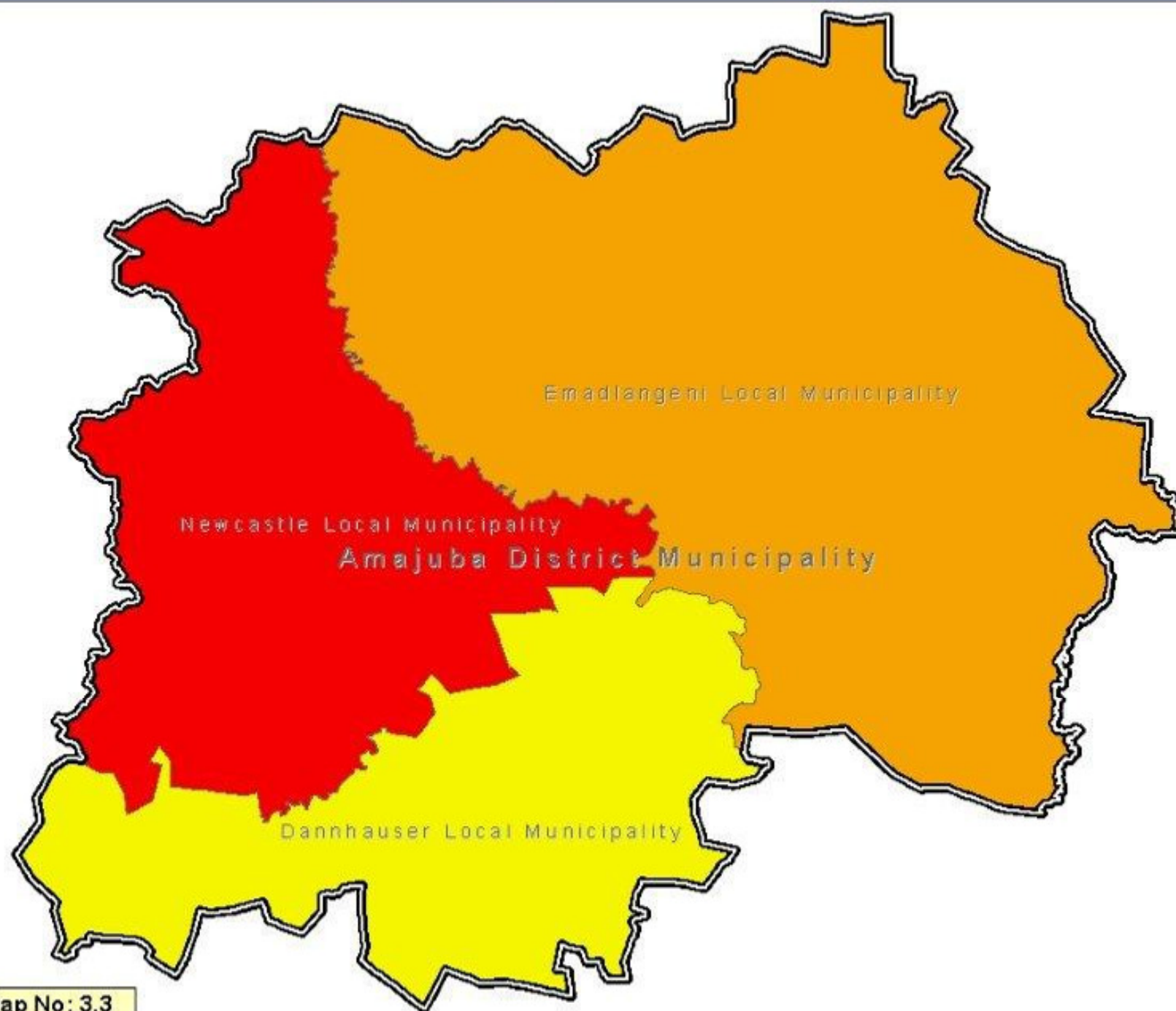


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Access to Energy for Heating for Household Weighted - Amajuba DM



Legend

Amajuba DM

Energy for Heating LMs

Percentages

- 18
- 19 - 22
- 23 - 35
- 36 - 77

Notes:

Data Sources - Stats SA
Community Survey 2007

Locality of DC 25 within KZN

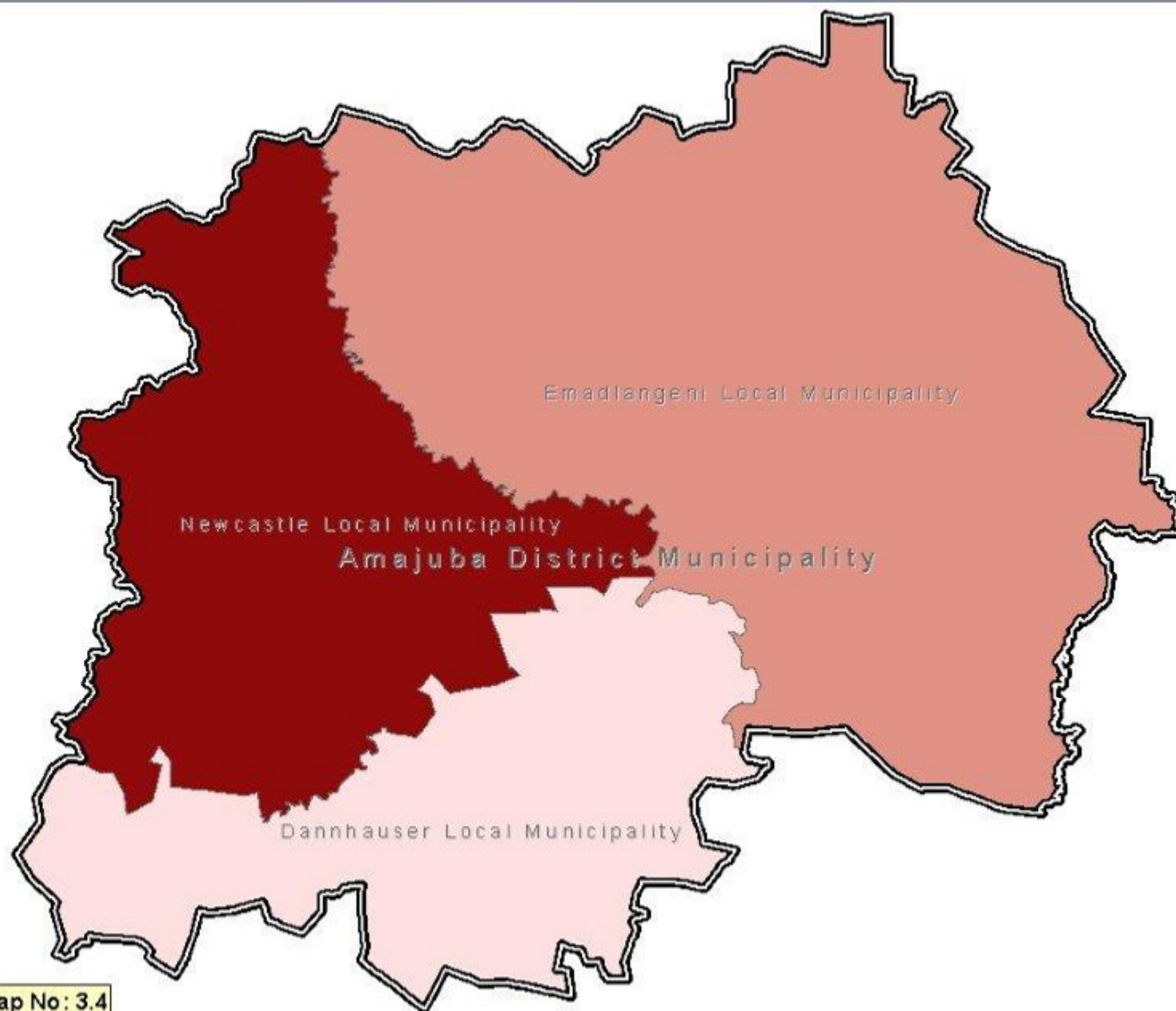


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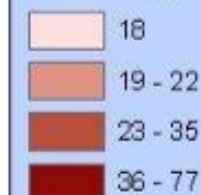
Access to Energy for Lighting for Household Weighted - Amajuba DM



Legend

Amajuba DM

Energy for Lighting LMs Percentages



Notes:

Data Sources - Stats SA
Community Survey 2007

Locality of DC 25 within KZN




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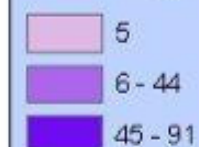
Flush Toilets for Household Weighted - Amajuba DM

Legend

 Amajuba DM

Flush Toilets LMs

Percentages



Notes:

Data Sources - Stats SA
Community Survey 2007

Locality of DC 25 within KZN



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Emadlangeni Local Municipality


Newcastle Local Municipality

Amajuba District Municipality





Dannhauser Local Municipality

Refuse Removal for Household Weighted - Amajuba DM

Legend

 Amajuba DM

Refuse Removal LMs Percentages

-  18
-  19 - 22
-  23 - 35
-  36 - 77

Notes:

Data Sources - Stats SA
Community Survey 2007

Locality of DC 25 within KZN



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Emadlangeni Local Municipality

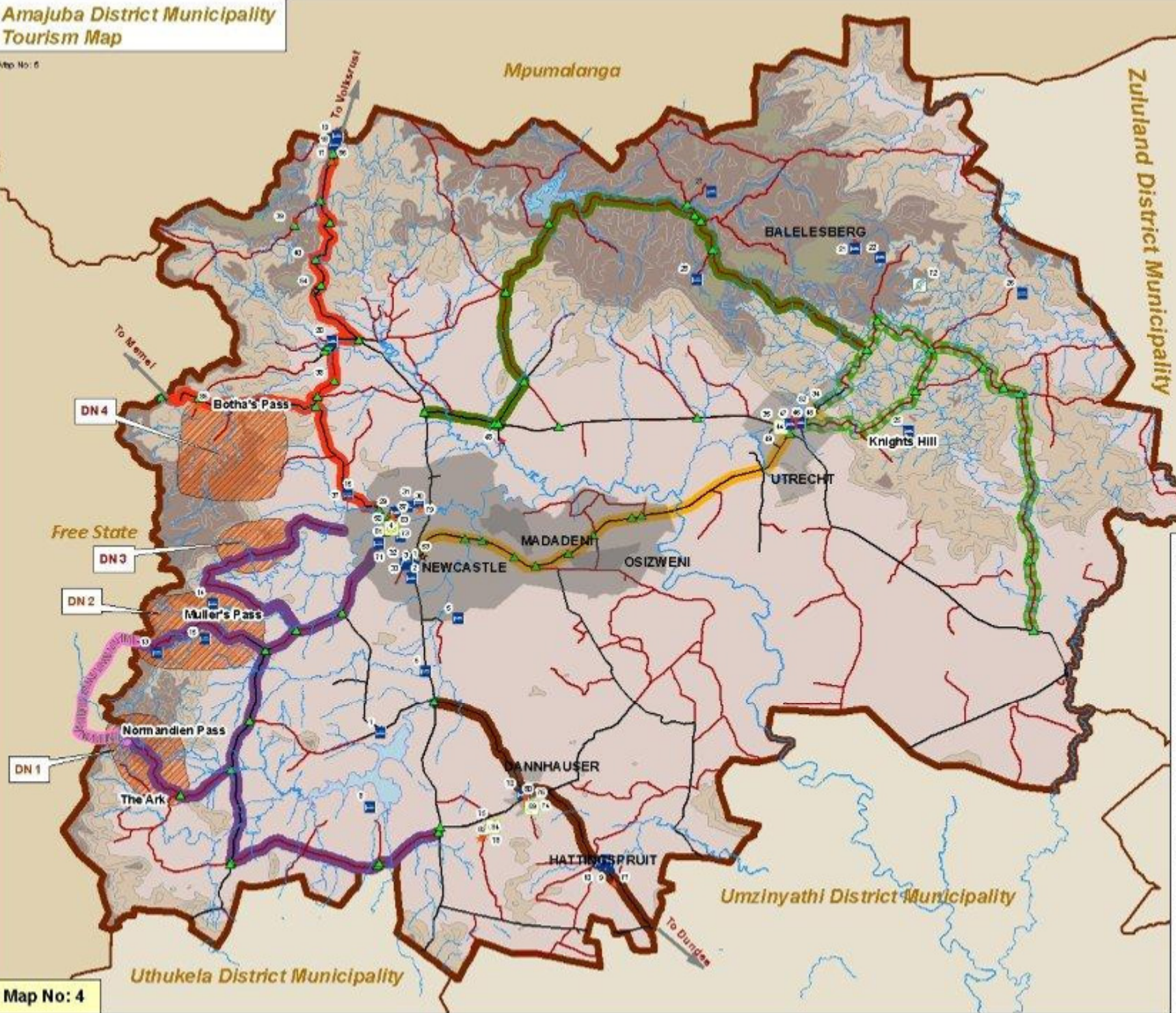
Newcastle Local Municipality

Amajuba District Municipality

Dannhauser Local Municipality

Amajuba District Municipality
Tourism Map

Map No: 6



Legend

- Provinces of South Africa
- District Municipalities
- Amajuba District Municipality Boundary
- Settlements
- Rivers
- Dams

Tourism Assets

- Other
- Accommodation
- Conservation
- Conservation (Vetland)
- Cultural
- Historical
- Information Centre

Routes

- Battlefields
- Battle
- Breeding
- Normandien
- Lake's
- Cultural
- Mountains
- Potential Drakensberg DevNodes

Heights

- 2000-2200
- 1700-1900
- 1400-1500

Roads

- BLACK
- GRAVEL
- Intersections

TOURISM ASSETS - AMAJUBA DM

Asset No	Asset	Asset No	Asset
1	Botha's Pass	31	Botha's Pass
2	Botha's Pass	32	Botha's Pass
3	Botha's Pass	33	Botha's Pass
4	Botha's Pass	34	Botha's Pass
5	Botha's Pass	35	Botha's Pass
6	Botha's Pass	36	Botha's Pass
7	Botha's Pass	37	Botha's Pass
8	Botha's Pass	38	Botha's Pass
9	Botha's Pass	39	Botha's Pass
10	Botha's Pass	40	Botha's Pass
11	Botha's Pass	41	Botha's Pass
12	Botha's Pass	42	Botha's Pass
13	Botha's Pass	43	Botha's Pass
14	Botha's Pass	44	Botha's Pass
15	Botha's Pass	45	Botha's Pass
16	Botha's Pass	46	Botha's Pass
17	Botha's Pass	47	Botha's Pass
18	Botha's Pass	48	Botha's Pass
19	Botha's Pass	49	Botha's Pass
20	Botha's Pass	50	Botha's Pass
21	Botha's Pass	51	Botha's Pass
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Map No: 4

Amajuba District Municipality Current Economic Sectors

Legend

-  Amajuba Boundary
-  Local Municipalities
-  Towns
-  Large Scale Industrial
-  Small Scale Industrial

Land Cover Satellite

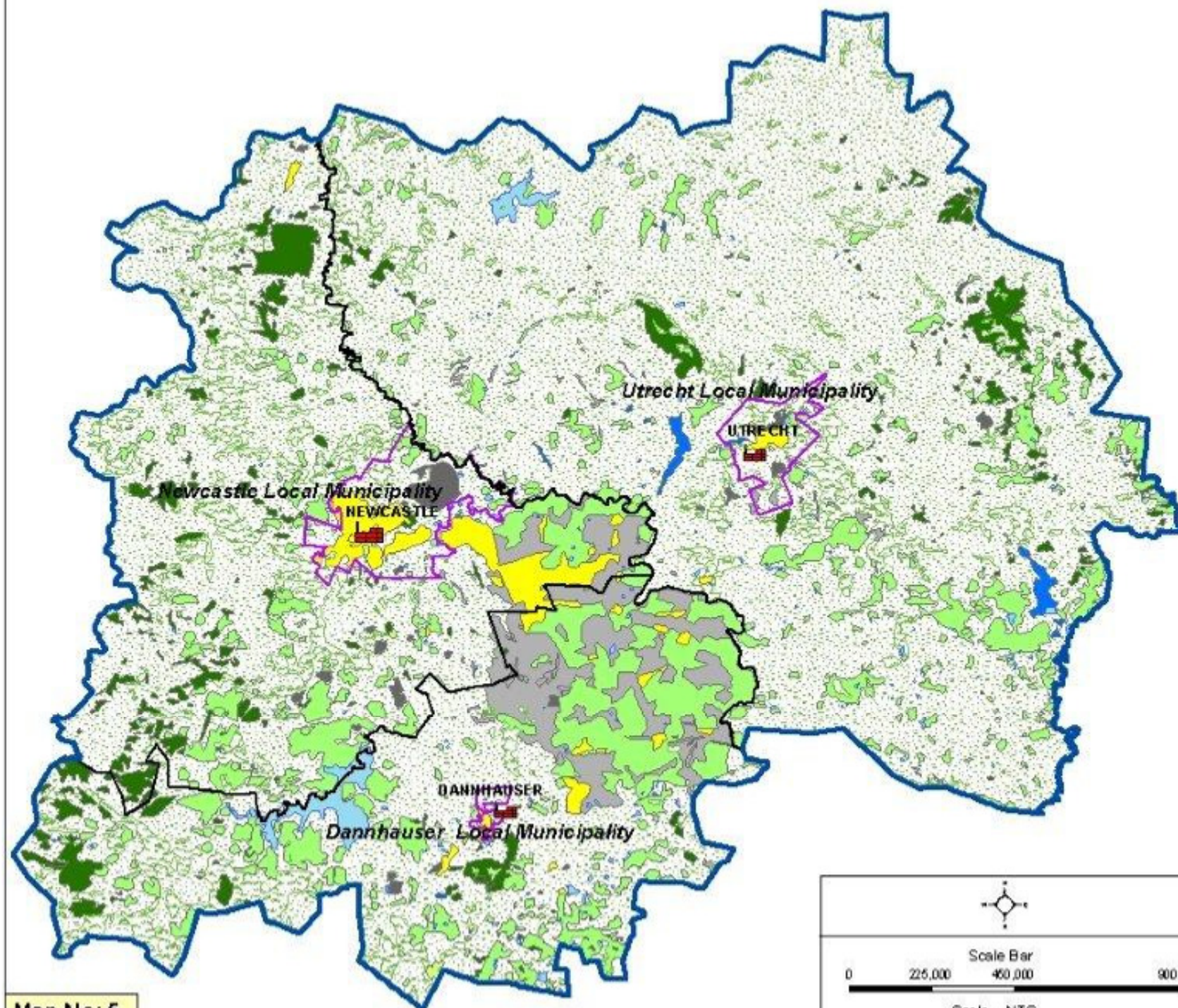
DESCRIPTION

-  Barren rock
-  Cultivated temporary
-  Degraded: thicket & bushland (etc)
-  Forest
-  Improved grassland
-  Mines & quarries
-  Shrubland and low Fynbos
-  Unimproved grassland
-  Urban / built-up land: commercial
-  Waterbodies
-  Wetlands

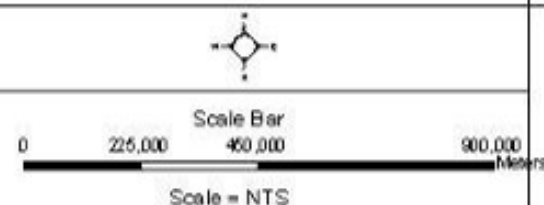
Disclaimer

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Locality of DC25 within KZN



Map No: 5



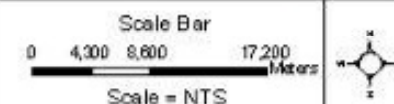
Amajuba District Municipality Ownership Classes

Legend

Ownership Classes

- Association
- Board
- Church
- Closed Corp
- Conservation
- Corporation
- Ingonyama
- Municipal
- PTY LTD
- Private
- State Land
- Transnet
- Trust
- Unknown

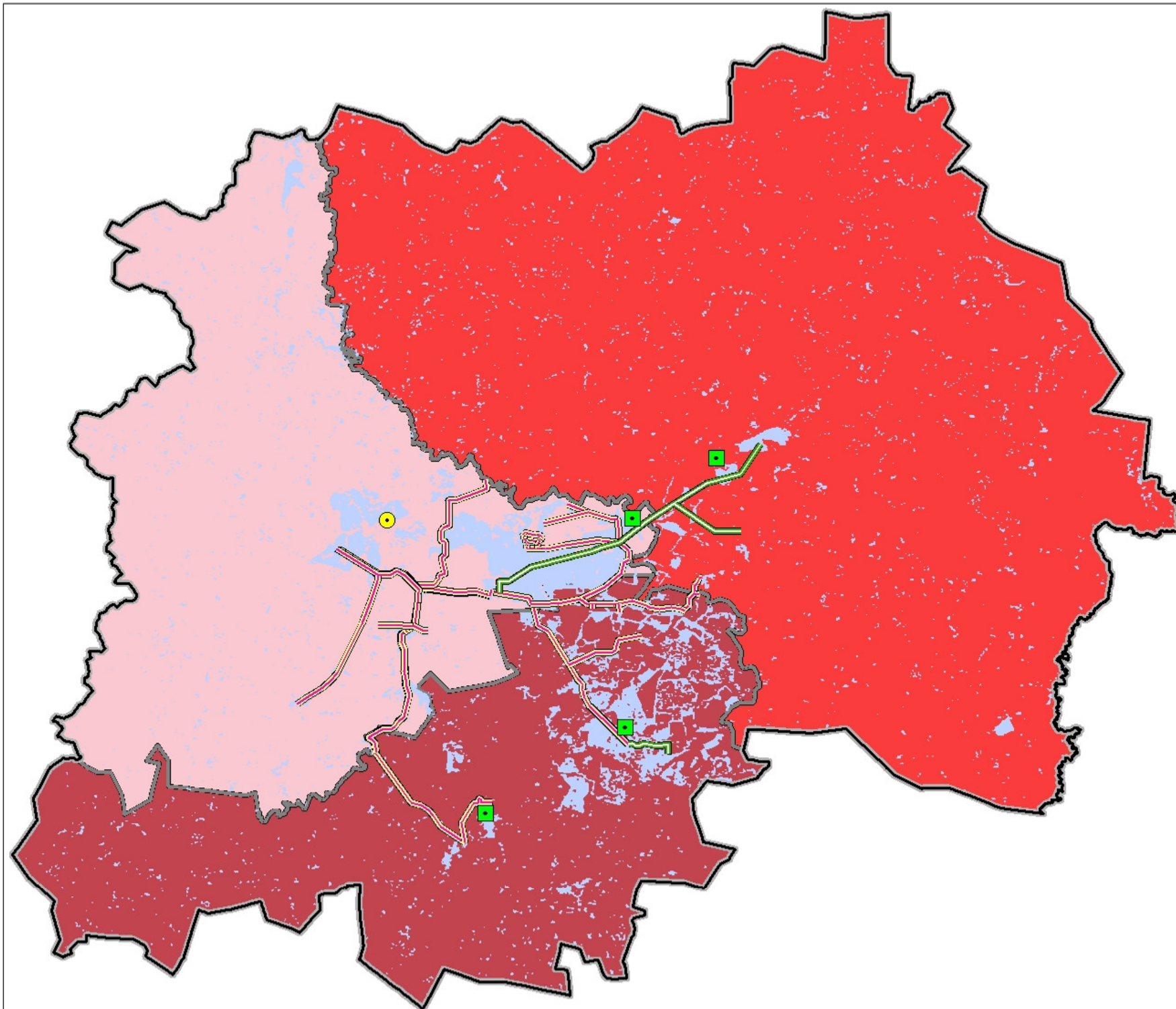
Locality of DC25 within KZN



Disclaimer



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Amajuba District Municipality Capital Projects




Legend

-  Amajuba
-  Density Polygons
-  Proposed Bulk Pipe

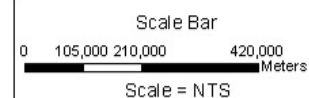
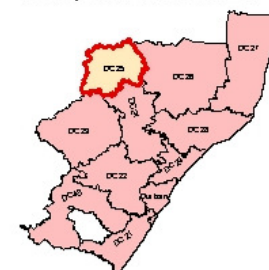
Amajuba Local Municipalities

-  Dannhauser Local Municipality
-  Newcastle Local Municipality
-  Utrecht Local Municipality

Capital Projects

-  Existing Bulkline
-  Dannhauser Sports Ground
-  Proposed 2010 Training Facility

Locality of DC25 within KZN



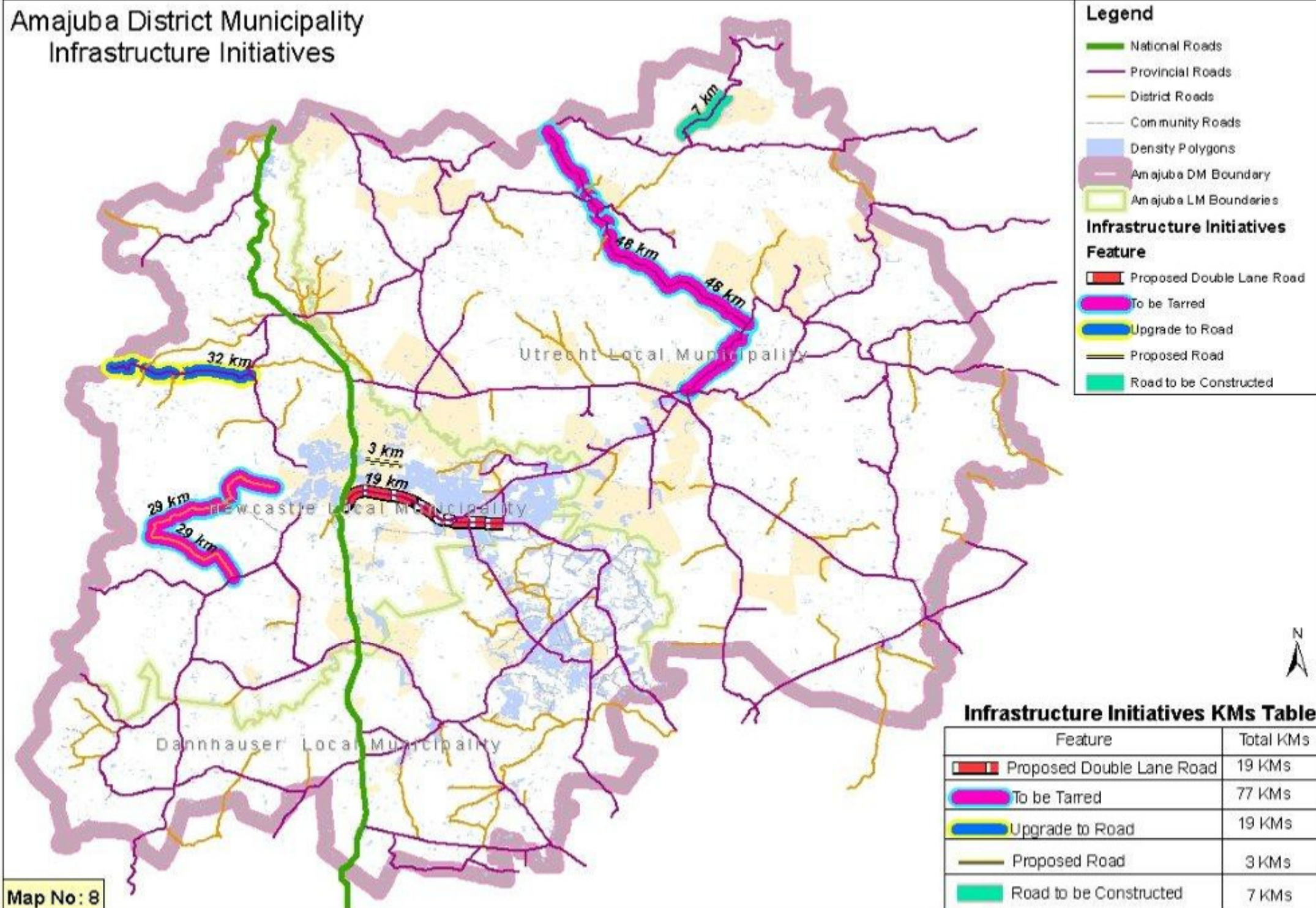
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Tel: (034 329 7259)
Fax: (034 314 3785)
email: udivb@amajuba.gov.za
<http://www.amajuba.gov.za>

Private Bag 6615
Newcastle
2940



Amajuba District Municipality Infrastructure Initiatives



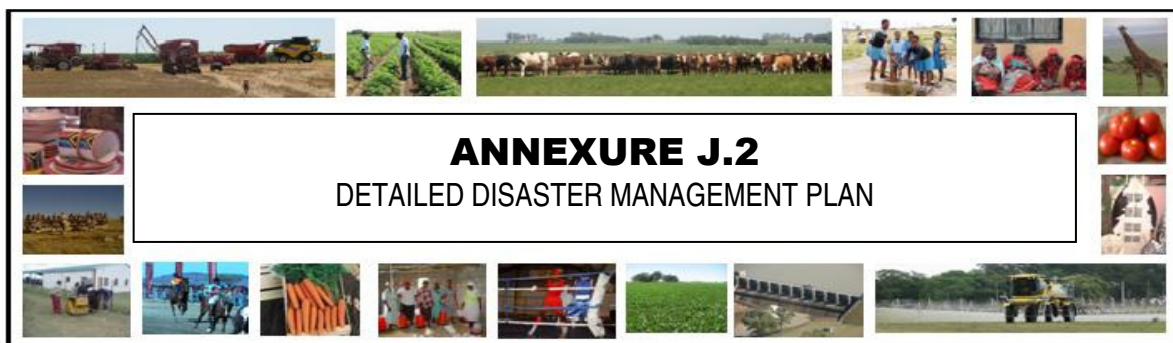


TABLE OF CONTENTS

1	INTRODUCTION	1
1.1	SETTING THE SCENE	1
1.2	THE DISASTER MANAGEMENT ACT	1
1.3	THE AMAJUBA DISTRICT MUNICIPALITY.....	2
1.3.1	<i>Background</i>	2
1.4	TERMINOLOGY	4
1.5	ACKNOWLEDGEMENTS.....	4
2	PROJECT APPROACH	5
2.1	CONTEXT OF THIS DOCUMENT	5
2.2	TOWARDS DISASTER MANAGEMENT PLANS IN THE AMAJUBA DISTRICT MUNICIPALITY	5
3	INFORMATION COLLECTION	6
4	HAZARD IDENTIFICATION.....	7
5	PRIMARY IMPACTS	9
5.1	NATURAL HAZARDS.....	9
5.1.1	<i>Geological hazards</i>	9
5.1.2	<i>Hydro-meteorological hazards</i>	11
5.1.3	<i>Biological hazards</i>	15
5.2	TECHNOLOGICAL HAZARDS.....	17
5.2.1	<i>Hazardous installations</i>	17
5.2.2	<i>Hazardous material by road and rail</i>	17
5.2.3	<i>Aircraft accidents</i>	20
5.2.4	<i>Vehicle accidents</i>	20
5.2.5	<i>Dam failures</i>	20
5.3	ENVIRONMENTAL DEGRADATION	20
5.3.1	<i>Air pollution</i>	20
5.3.2	<i>Water pollution</i>	20
5.3.3	<i>Land degradation and Desertification</i>	20
6	VULNERABILITY ANALYSIS.....	22
6.1	SOCIETAL VULNERABILITY ANALYSIS	22
6.2	ENVIRONMENTAL VULNERABILITY ANALYSIS	25
6.3	ECONOMIC VULNERABILITY ANALYSIS	25
6.4	CRITICAL FACILITIES VULNERABILITY ANALYSIS	26
7	RELATIVE RISK PRIORITISATION	39
7.1	METHODOLOGY.....	39
7.2	RISK QUANTIFICATION	40
7.3	RISK MANAGEABILITY	40
7.4	RELATIVE RISK PRIORITIES.....	40
7.5	RESULTS FOR AMAJUBA PER LOCAL MUNICIPALITY.....	41
7.5.1	<i>Dannhauser</i>	41
7.5.2	<i>Newcastle</i>	41
7.5.3	<i>Utrecht</i>	42
8	CONCLUSION AND RECOMMENDATIONS	43

LIST OF FIGURES

Figure 1: Overview of the Amajuba District Municipality.....	3
Figure 2: The Disaster Management Planning process.....	5
Figure 3: Interaction between the spheres of government in the Disaster Management Planning process. .	6
Figure 4: Seasonal outlook for Rainfall	6
Figure 5: Seasonal outlook for mean temperature	7
Figure 6: Map showing peak ground acceleration for which there is a 10% probability of exceedence in a time interval of 50 years. Units at right are a fraction of g (=9.81 m/s ²) (after Kijko et al., 2003).....	10
Figure 7: Distribution of the Masotcheni Formation in the Amajuba (Newcastle-Utrecht) area and surrounding districts.....	10
Figure 8: Percentage of normal rainfall for the season December 2004 to March 2005.	11
Figure 9: Flood Hazard Areas.....	11
Figure 10: Regional Maximum Flood	12
Figure 11: Municipalities classified by veld fire risk	12
Figure 12: Mean annual precipitation.....	13
Figure 13: Location of Forestry areas	14
Figure 14: HIV prevalence % per District in KZN.	16
Figure 15: Bilharzia incidence in South Africa.....	17
Figure 16: Hazardous materials by rail.....	18
Figure 17: Hazardous material by road	19
Figure 18: Location of Aircraft Incidents in the USA during 1999	20
Figure 19: The domino effect of environmental degradation	22
Figure 20: Erodibility of the soil.....	24
Figure 21: Conservation areas.....	27
Figure 22: Environmental vulnerability to oil spills	28
Figure 23: Mobility as an indicator of societal vulnerability	29
Figure 24: Cultural communities as indicator of societal vulnerability	30
Figure 25: Access to water resources as indication of societal vulnerability	31
Figure 26: Access to health facilities as indication of societal vulnerability	32
Figure 27: Environmental sensitive areas	33
Figure 28: Distribution of income	34
Figure 29: Location of Subsistence farming	35
Figure 30: Commercial farming.....	36
Figure 31: Annual income an indicator of economic vulnerability	37
Figure 32: Some Critical Facilities in Amajuba.....	38

LIST OF TABLES

Table 1: A typical classification of hazard types.....	7
Table 2: Identified hazards in Amajuba District Municipality.....	8
Table 3: Reported hazards per local municipality.....	9
Table 4: Aircraft accidents reported to the Civil Aviation Authority	20
Table 5: Registered conservancies in Amajuba (source: Amajuba IDP July 2002)	25

Table 6: Relative Risk Prioritisation Model 39

Table 7: A typical example of the output from the hazard prioritisation model 40

ANNEXURES

- Annexure A: Detailed georisk report
- Annexure B: Detailed Biological risk report

TOWARDS DISASTER MANAGEMENT PLANS IN THE AMAJUBA DISTRICT MUNICIPALITY

1 Introduction

1.1 Setting the Scene

South Africa is prone to a variety of natural and human-induced hazards, which occasionally lead to loss of property and lives. In the past decade, these hazard occurrences have become more frequent and severe.

The National Government recognised a need to establish an institutional framework that allows for risk prevention and rapid action during an occurrence and has taken certain steps towards this end, such as:

- ☞ **White Paper on Disaster Management:** The White Paper introduced a new paradigm in the management of disasters, by placing an emphasis on risk reduction and preparedness.
- ☞ **Disaster Management Act:** The White Paper led to the promulgation of the Disaster Management Act, Act 57 of 2002, which is the regulatory framework for disaster management in South Africa. The Department of Provincial and Local Government (DPLG), through the National Disaster Management Centre (NDMC), administers the Act.
- ☞ **National Disaster Management Framework:** The NDMC is currently in the process of preparing a National Disaster Management Framework, which will aim to guide the development and implementation of disaster management in the country.
- ☞ **National Disaster Management Centre Guidelines:** The NDMC has developed guidelines for the establishment of disaster management centres (DMC's).
- ☞ **National Disaster Management Planning Guidelines:** The NDMC has requested proposals to prepare "**Guidelines for Preparing Disaster Management Plans**" that will assist Municipalities in the drafting of their **disaster management plans**.

1.2 The Disaster Management Act

The Disaster Management Act, Act 57 of 2002, requires that, inter alia, the three spheres of government prepare **Disaster Management Plans** (Sections 39 and 53 of the Act).

Section 39 of the Disaster Management Act address the disaster management planning requirements for Provinces, namely:

"(1) Each province must-

- (a) prepare a disaster management plan for the province as a whole;*
- (b) co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; and*
- (c) regularly review and update its plan.*

(2) A disaster management plan for a province must-

- (a) form an integral part of development planning in the province;*
- (b) anticipate the types of disaster that are likely to occur in the province and their possible effects;*
- (c) guide the development of measures that reduce the vulnerability of disaster-prone areas, communities and households;*
- (d) seek to develop a system of incentives that will promote disaster management in the province;*
- (e) identify the areas or communities at risk;*
- (f) take into account indigenous knowledge relating to disaster management;*
- (g) promote disaster management research;*

h) identify and address weaknesses in capacity to deal with possible disasters;

(i) provide for appropriate prevention and mitigation strategies;

(j) facilitate maximum emergency preparedness; and

(k) contain contingency plans and emergency procedures in the event of a disaster, providing for-

(i) the allocation of responsibilities to the various role-players and

(ii) prompt disaster response and relief;

(iii) the procurement of essential goods and services;

(iv) the establishment of strategic communication links;

(v) the dissemination of information; and

(vi) other matters that may be prescribed.

(3) Municipal organs of state in the province, to the extent required by the province, may be requested to co-operate with the province in preparing a disaster management plan for the province.

(4) A province must submit a copy of its disaster management plan and of any amendment to the plan to the National Centre and each municipal disaster management centre in the province."

Section 53 of the Disaster Management Act address the disaster management planning requirements for Municipal Entities, namely:

"(1) Each municipality must, within the applicable municipal disaster management framework-

(a) prepare a disaster management plan for its area according to the circumstances prevailing in the area;

(b) co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;

(c) regularly review and update its plan; and

(d) through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.

(2) A disaster management plan for a municipal area must-

(a) form an integral part of the municipality's integrated development plan;

(b) anticipate the types of disaster that are likely to occur in the municipal area and their possible effects;

(c) place emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households;

(d) seek to develop a system of incentives that will promote disaster management in the municipality;

(e) identify the areas, communities or households at risk;

(f) take into account indigenous knowledge relating to disaster management;

(g) promote disaster management research;

(h) identify and address weaknesses in capacity to deal with possible disasters;

(i) provide for appropriate prevention and mitigation strategies;

(j) facilitate maximum emergency preparedness; and

(k) contain contingency plans and emergency procedures in the event of a disaster, providing for-
(i) the allocation of responsibilities to the various role-players and co-ordination in the carrying out of those responsibilities;

- (ii) prompt disaster response and relief;
 - (iii) the procurement of essential goods and services;
 - (iv) the establishment of strategic communication links;
 - (v) the dissemination of information; and
 - (vi) other matters that may be prescribed.
- (3) A district municipality and the local municipalities within the area of the district municipality must prepare their disaster management plans after consulting each other.
- (4) A municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Centre, the disaster management centre of the relevant province, and, if it is a district municipality or a local municipality, to every municipal disaster management centre within the area of the district municipality concerned.”

The current understanding of the Act as it relates to **Disaster Management Plans** is that Municipalities must plan for the following:

- ☞ **Disaster Risk Reduction (Disaster Mitigation) Planning:** *Disaster Risk Reduction Plans* should reduce the risks to which vulnerable communities are exposed to acceptable levels (described in Sections 39 (2) and 53 (2) (a); (b); (c); (e); (f); (h) and (i) of the Act). In preparing their Risk Reduction Plans, Municipalities should apply their minds and come up with cost-effective and innovative risk reduction solutions. The majority of these plans will be linked to the **Integrated Development Plan** (IDP) as projects and programmes.
- ☞ **Disaster Preparedness (Response & Relief) Planning:** *Disaster Preparedness Plans* (described in Sections 39 (2) and 53 (2) (b); (e); (f); (h) (j) and (k) of the Act), should address response and relief actions to be implemented should a disaster hit a community that is not particularly vulnerable to risks and/or find it acceptable to live with such risks.
- ☞ **Disaster Impact Assessment and Recovery Planning (Recovery, Rehabilitation & Reconstruction) Planning:** *Disaster Impact Assessment and Recovery Planning* should focus on assessing the impact of a disaster; identifying appropriate reconstruction and rehabilitation measures; and monitoring the effectiveness of the reconstruction and rehabilitation measures.

The State President, President Thabo Mbeki, has recently enacted the Disaster Management Act, Act 57 of 2002. The enactment of the Disaster Management Act states the following:

- ☞ **National and Provincial Government Departments:** All National and Provincial Government Departments MUST comply with the Act as from **April 2004**.
- ☞ **District and Local Municipalities:** All District and Local Municipalities MUST comply with the Act as from **June 2004**.
- ☞ **Implementation Time Frame:** All National and Provincial Government Departments, as well as, District and Local Municipalities have been given a two-year period for implementing all the requirements of the Act. After this time period, all National and Provincial Government Departments, as well as, District and Local Municipalities must fully comply with the Act.

1.3 The Amajuba District Municipality¹

1.3.1 Background

The Amajuba District Municipality (DC25) is located in the north-west of KwaZulu-Natal. It comprises of three Local Municipalities, namely Newcastle (KZ252), Utrecht (KZ253) and Dannhauser (KZ254). The district comprises of a small proportion of urban (built-up) settlement, commercial agricultural areas, forestry and areas with inherent economic opportunity such as the tourism areas. Urban areas are concentrated along the Newcastle-Madadeni-Osizweni axis and around Utrecht, Charlestown, Dannhauser, Hattingspruit and the Blaauwbosch/Buffal Flats area. Mining and quarrying are distributed along the east-west seam extending from Newcastle to Utrecht and north-south extending from Newcastle to Dundee. Landuse is predominantly agriculture. Dry land and irrigated commercially cultivated areas are clustered in the southern part (Ladysmith) . Irrigated agriculture, mainly maize and wheat, is concentrated along the Buffalo River. Subsistence agriculture is dominant in the Buffalo Flats-Blaauwbosch area. Grassland, utilized for grazing, however forms the greatest proportion of the district. Forestry is prevalent in the higher-lying areas. Transportation infrastructure is concentrated in the central portion of the district, with the N11 linking Amajuba to Gauteng and Durban.

¹ www.Amajuba.org.za. IDP, July 2002. Deloitte & Touche consortium

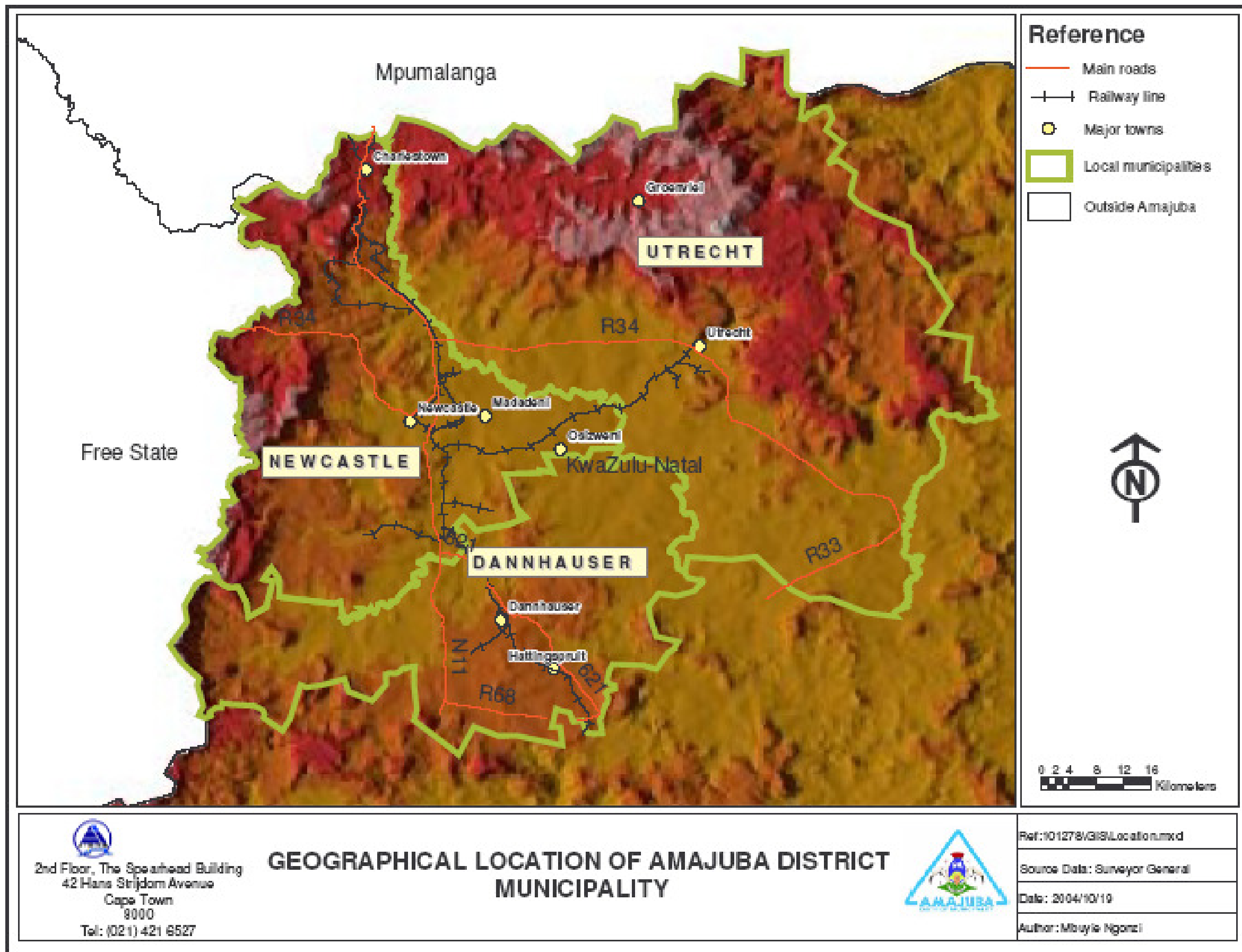


Figure 1: Overview of the Amajuba District Municipality

1.4 Terminology

The following terminology² is used in this document:

- ☞ **Development Planning:** Development planning is an integrated, multi-sectoral process through which governmental institutions streamline social, economic and spatial growth.
- ☞ **Disaster:** A serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses that exceed the ability of the affected community or society to cope, using its own resources.
- ☞ **Disaster Risk:** The possibility, or chance, of harmful consequences, or expected loss (of lives, people injured, property, livelihoods, economic activity disrupted or environment damaged) resulting from interactions between natural or human induced hazards and vulnerable conditions. Within this context, the following terms are often used in this document:
 - ◆ Disaster Risk Reduction: The adage “*Prevention is better than cure*” has never been more applicable than in the case of disaster management. **Disaster risk reduction** is the science of reducing the risks to which vulnerable communities are being exposed. The Disaster Management Act consequently requires that Municipalities and Provinces should seek to mitigate or reduce the risk of disasters occurring in vulnerable communities as a first prize.
 - ◆ Disaster Risk Reduction Goals are general guidelines that explain what you want to achieve. They are usually broad policy-type statements, long term, and represent global visions, such as:
 - The economic vitality of the community will not be threatened by future flood events.
 - The continuity of local government operations will not be significantly disrupted by disasters.
 - ◆ Disaster Risk Reduction Objectives define strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific and measurable, such as:
 - Protect structures in the historic downtown area from flood damage.
 - Educate citizens about wildfire defensible space actions.
 - ◆ Disaster Risk Reduction Measures are specific actions that help you achieve your risk reduction goals and objectives. For example:
 - Elevate three historic structures located in the downtown district.
 - Retrofit the police department to withstand high wind damage.
 - ◆ Disaster Residual Risk Management: When the risks have been reduced to the extent that communities are not very vulnerable to risks and/or find it acceptable to live with these risks, the residual risk management phase kicks in. **Residual risk management** can be defined as the discipline of being prepared to manage any of the residual risks with the utmost speed and efficiency.
- ☞ **Hazards:** A potentially damaging physical event, phenomenon or human activity, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.
- ☞ **Impact:** The terms **Primary Impact** and **Secondary Impact** are used to describe the different causes and scales of potential impacts from a hazard event:
 - ◆ Primary Impacts are also called direct impacts.
 - ◆ Secondary Impacts are often referred to as indirect or induced impacts.This does not imply that **Secondary Impacts** are of secondary importance ~ in many cases the effects on biodiversity and the environment from secondary impacts are much more significant than those of primary impacts.
- ☞ **Manageability:** The degree to which a community can intervene and manage the negative consequences of a hazard event.

² “Living with Risk: A Global Review of Disaster Reduction Initiatives”, International Strategy for Disaster Reduction (ISDR) Secretariat, July 2002.

- ☞ **Preparedness:** Readiness for the possibility of harmful consequences, or expected loss. See also **Residual Risk Management**.
- ☞ **Preventative Measures:** See **Risk Reduction Measures**.
- ☞ **Resilience:** The capacity of a system, community or society to resist or to change in order that it may obtain an acceptable level in functioning and structure.
- ☞ **Response:** See Residual Risk Management under Disaster Risk.
- ☞ **Vulnerability:** Vulnerability refers to a set of conditions resulting from physical, social, economical and environmental factors, which increase the susceptibility of a community to the impact of a hazard.

1.5 Acknowledgements

The approach adopted for this report came from the following sources and the Project Team would like to acknowledge their valuable contribution, namely:

- ☞ The “*Integrated Development Planning (IDP) Guidelines*”³ from the National Department of Provincial and Local Government.
- ☞ The “*Water Services Development Plan (WSDP) Guidelines ~ General Overview*”⁴, July 2001, from the Department of Water Affairs and Forestry.
- ☞ Guidelines from the Federal Emergency Management Agency (FEMA) of the U.S. Department of Homeland Security titled, “*Understanding Your Risks ~ Identifying Hazards and Estimating Losses*”⁵, August 2001, FEMA 386-2.
- ☞ Guidelines from FEMA of the U.S. Department of Homeland Security titled, “*Developing the Mitigation Plan ~ Identifying Mitigation Actions and Implementation Strategies*”, April 2003, FEMA 386-3.
- ☞ Guidelines from the U.S. National Oceanic and Atmospheric Administration (NOAA) Coastal Services Centre on “*Community Vulnerability Assessment*”⁶.
- ☞ Guidelines from the United Nations Disaster Management Training Programme (UNDMTP) on “*Vulnerability and Risk Assessment*”⁷.
- ☞ Guidelines from the UNDMTP on “*Disaster Mitigation*”⁸.
- ☞ “*Vulnerability and Risk Assessment*”, Cranfield Disaster Management Centre.

In addition, the Project Team would like to acknowledge the support received from the following Institutions:

³ http://www.dplg.gov.za/documents/Publications_b.htm

⁴ http://www.dwaf.gov.za/dir_ws/wsdp/

⁵ <http://www.fema.gov/library/prepandprev.shtm>

⁶ <http://www.csc.noaa.gov/products/nchaz/startup.htm>

⁷ http://www.undmtp.org/english/vulnerability_riskassessment/vulnerability.pdf

⁸ http://www.undmtp.org/english/Disaster_mitigation/disaster_mitigation.pdf

2 Project Approach

2.1 Context of this document

The Act requires that the Disaster Management Plans form an integral part of the Integrated Development Planning process. The IDP process is run in five distinct phases:

- ☞ **Phase 1 ~ Analysis:** Municipality analyse potential risks and determine priorities, with inputs from communities and stakeholders
- ☞ **Phase 2 ~ Strategies:** It is the phase in which the basic decisions on the direction of the municipality have to be made
- ☞ **Phase 3 ~ Projects:** This is the “nuts and bolts” phase, during which the municipality has to make sure that concrete project proposals are designed, which can be used for implementation
- ☞ **Phase 4 ~ Integration:** The municipality has to make sure that the project proposals are in line with the objectives and the agreed strategies, with the resource frames (financial and institutional) and with legal requirements
- ☞ **Phase 5 ~ Approval:** In this phase, the IDP (including the budget) is approved by the Council

The purpose of this report is to document the results of the corresponding analysis phase of disaster management planning. It will include a risk and vulnerability assessment and risk prioritisation for the Amajuba District Municipality.

Based on the results of the analysis, risks will either be classified as tolerable, requiring preparedness planning, or as intolerable, requiring urgent risk reduction measures. The local municipalities will then have to take the necessary steps to address these risks in their Disaster Management Plans. The full process is shown in Figure 2 and detail regarding the methodology for the analysis phase is discussed in the next section.

2.2 Towards Disaster Management Plans in the Amajuba District Municipality

The analysis phase includes a **hazard identification analysis**, a **risk profiling assessment** and a **risk prioritisation** for the Amajuba District Municipality, involving the following action steps:

- ☞ **Step 1 ~ Information collection:** Information regarding hazards must be collected. **Seasonal climate forecasts** from the South African Weather Services (SAWS) web site⁹ and the Global Forecasting Centre for Southern Africa (GFCSA) web site¹⁰ are, amongst others invaluable tools for disaster risk planning.
- ☞ **Step 2 ~ Hazard Assessment:** Once the basic data for an area, such as the forecast, has been collected, the **potential hazards** for the area must be assessed. The various hazards are generally grouped into a range of categories, called a **Hazard Classification**.
- ☞ **Step 3 ~ Risk Profiling Assessment:** The **Risk Profiling Assessment** will take this a step further, to identify which communities or societies are vulnerable to what hazards (or risks). The **Risk Profiling Assessment** will normally address the following aspects:
 - ◆ **Primary Impact Mapping:** The focus of the first step in the **Risk Profiling Assessment** is to map the primary impact areas for each of the potential hazards identified in the **Hazard Assessment**.

- ◆ **Societal Vulnerability Analysis:** The focus of this step is to identify those neighbourhoods where individual resources are minimal. The limited availability of resources in a community suggests that the community might be vulnerable, or susceptible, to the hazard event.
- ◆ **Environmental Vulnerability Analysis:** The purpose of this analysis is to identify locations where there is potential for secondary environmental impacts from natural hazards and to target vulnerable locations for risk reduction activities.
- ◆ **Economic Vulnerability Analysis:** The purpose of this analysis is to identify the economic vulnerabilities to hazard impacts.
- ◆ **Critical Facilities Vulnerability Analysis:** This analysis focuses on determining the vulnerability of key individual facilities or resources within your area.

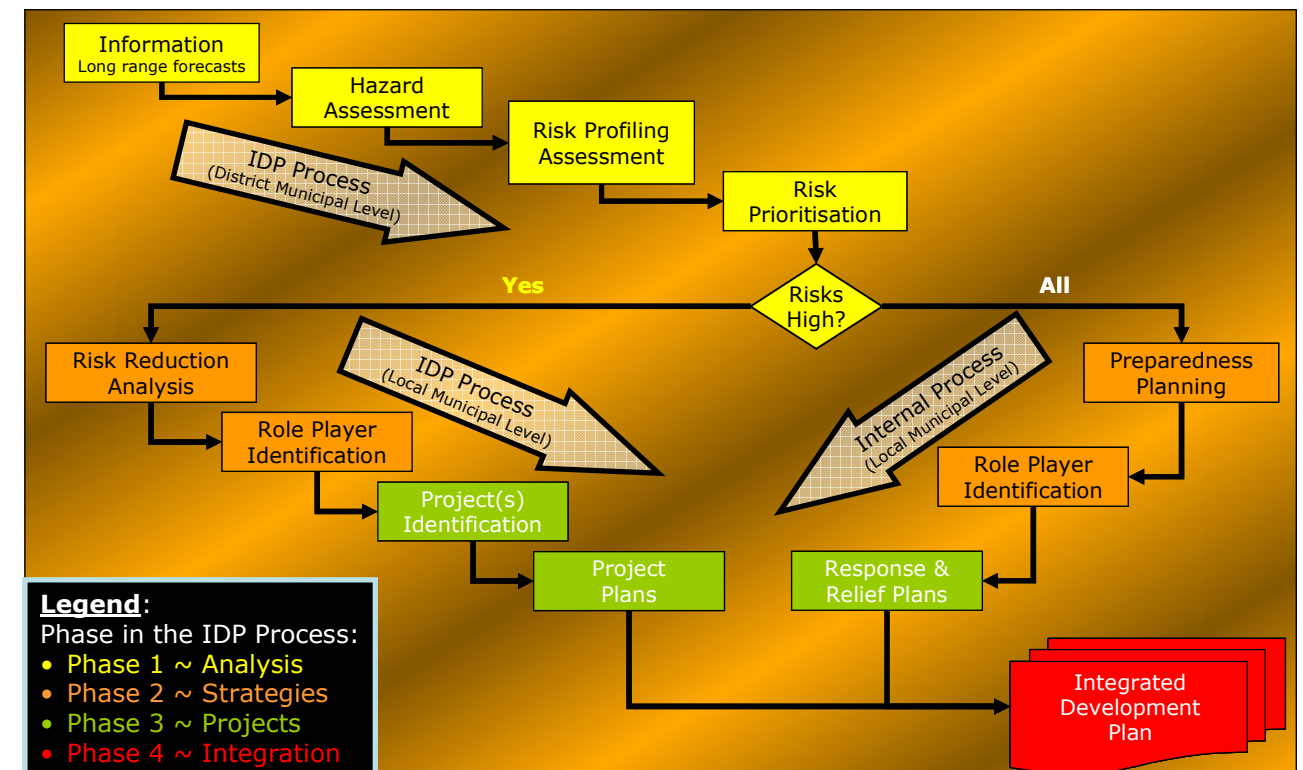


Figure 2: The Disaster Management Planning process

- ☞ **Step 4 ~ Risk Prioritisation:** The Risk Profiling Assessment normally produces so many risks that must be addressed that the sheer volume of work tends to be overwhelming. Consequently, it is recommended that you **prioritise the risks** to be addressed.
- ☞ **Step 5 ~ Upload to Spatial Development Framework:** Once the mapping of the risk profiles for communities in the Province have been completed, it is necessary to upload the risk profiles to the Spatial Development Framework (SDF) for the Province.

This information can be passed to the Local Municipalities in the District to prepare their disaster management plans, which can then be amalgamated into a district disaster management plan, as depicted in Figure 3

Ideally, this process should become a continuous one and the data updated every year, as hazards and associated risks may change over time.

⁹ <http://www.weathersa.co.za/>

¹⁰ <http://www.gfcsa.net>

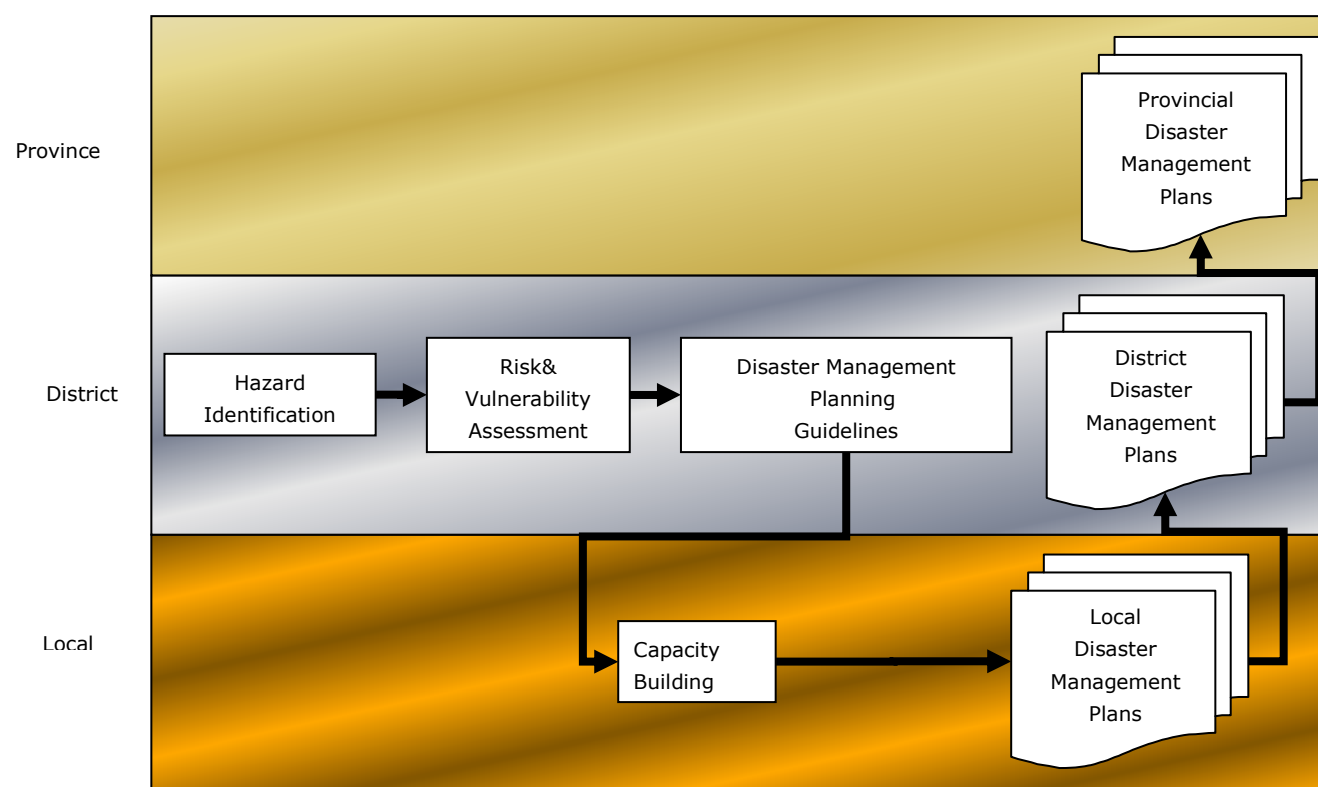


Figure 3: Interaction between the spheres of government in the Disaster Management Planning process.

3 Information Collection

This phase requires that all available information relating possible disasters in the area are collected. This should be a continuous process, and should include taking note of (and later planning for) major events that may occur in the area, such as a major political gathering, elections, a major sports event or an outbreak of a non-endemic disease. The weather, however, plays a major role in disasters, and information regarding weather events should be monitored constantly. The weather forecast is the most important tool for achieving this. There are essentially two kinds of forecasts, namely:

- ☞ **Short term** weather forecasts, that provide weather forecasts for the next 24 to 36 hours, and
- ☞ **Seasonal**, climate forecasts that attempt to give an indication of what the rainfall and temperatures will be over the next 3 to 6 months. This is used for medium term planning purposes.

The figures (Figure 4 and Figure 5) below is an example of the rainfall and temperature outlook for the country, for a three-month period, available from the Weather Bureau's website¹¹. This is updated continuously.

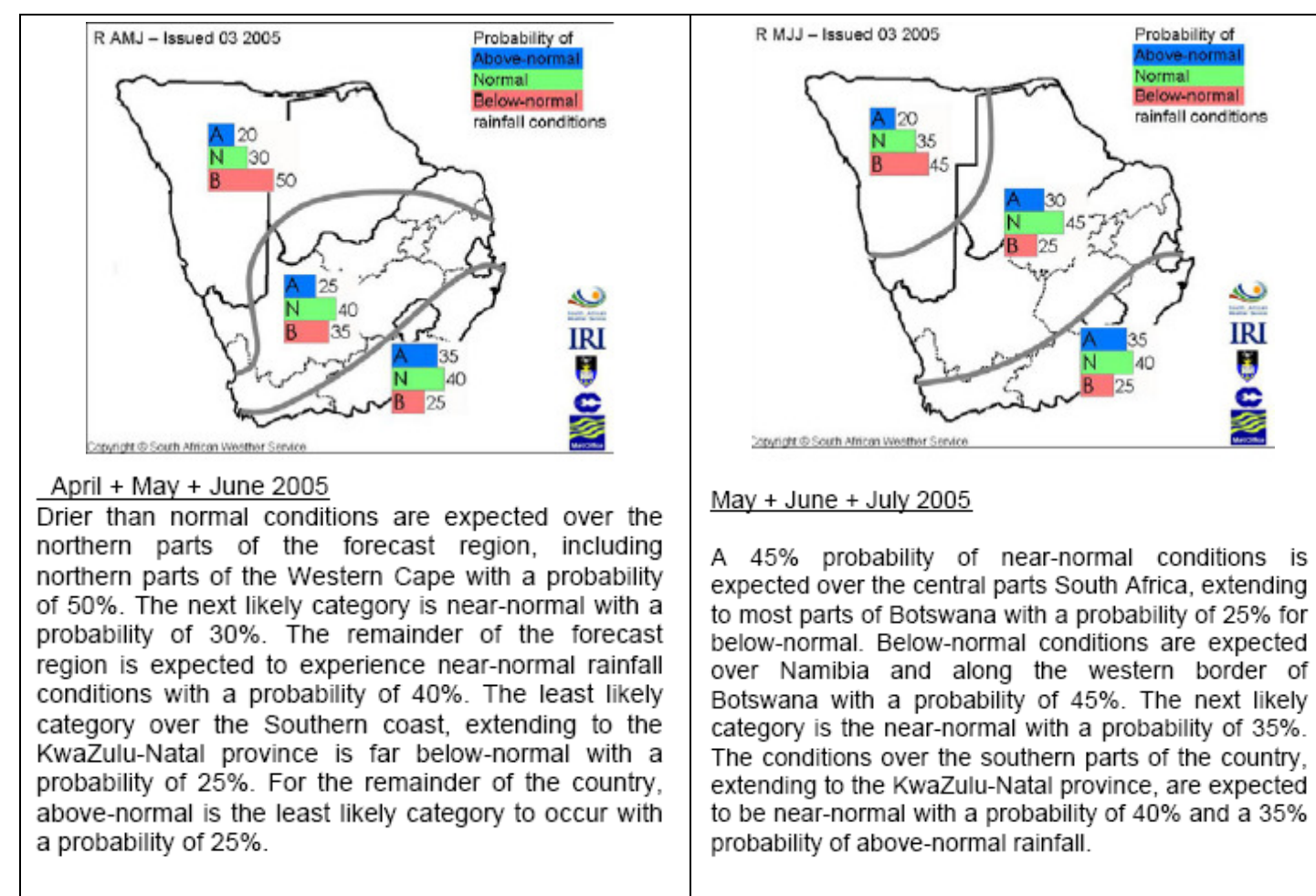


Figure 4: Seasonal outlook for Rainfall

¹¹ <http://www.weathersa.co.za>

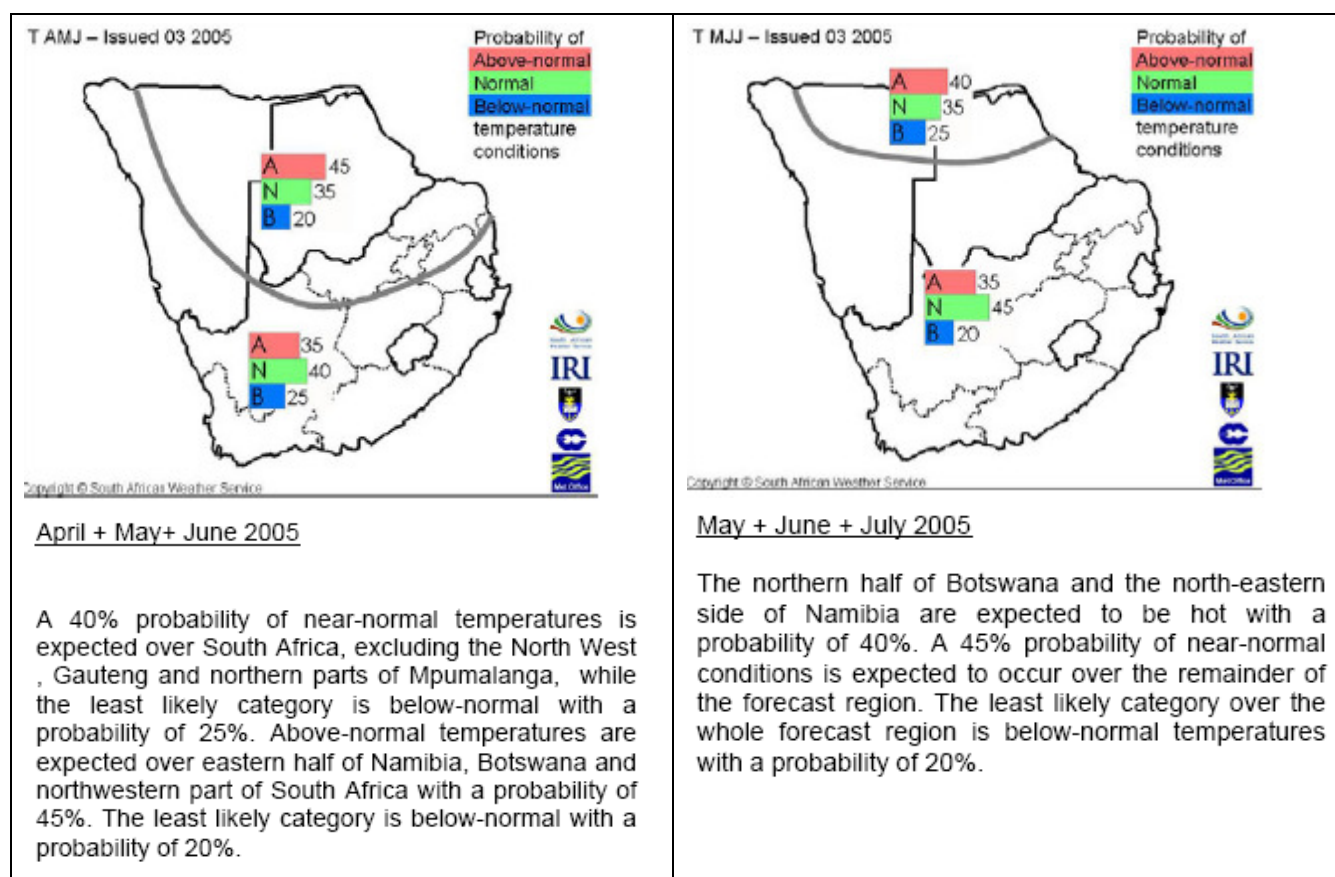


Figure 5: Seasonal outlook for mean temperature

Another source of climate-related information is Famine Early Warning Systems Networks (FEWS.NET)¹². FEWS.NET is an automated (computer-generated) product that uses Meteosat data, GTS rain gauge reports, model analyses of wind, topography and relative humidity and an algorithm that takes into account geography and seasonality. The result is a spatial estimate of rainfall in millimetres (mm). Seasonal forecasts for South Africa can also be obtained from www.qfcsa.net. It is important to note that there is a distinct difference between weather and climate. The seasonal forecast is a climate forecast, and can be described as the "average weather" calculated over a long period of many years (30 years). Climate forecasts are different from weather forecasts since the former involves the prediction of deviations in the seasonal average of the weather. The weather at particular locations and at specific times can therefore seem to contradict the seasonal forecast¹¹.

4 Hazard Identification

In order to distinguish between different hazard types, numerous institutions have developed a variety of hazard classifications. The hazard classification developed by the ISDR¹³ (see Table 1) summarises current thinking, namely:

HAZARDS	
A potentially damaging physical event, phenomenon or human activity, which may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.	
NATURAL HAZARDS	
These are natural processes or phenomena occurring in the biosphere that may constitute a damaging event. Natural Hazards are typically classified into:	
☞	<i>Geological Hazards:</i> Natural earth processes or phenomena in the biosphere, which include geological, neo-tectonic, geo-physical, geo-morphological, geo-technical and hydro-geological nature.
☞	<i>Hydro Meteorological Hazards:</i> Natural processes or phenomena of atmospheric, hydrological or oceanographic nature.
☞	<i>Biological Hazards:</i> Processes of organic origin or those conveyed by biological vectors, including exposure to pathogenic micro-organisms, toxins and bioactive substances.
TECHNOLOGICAL HAZARDS	
Danger originating from technological or industrial accidents, dangerous procedures or certain human activities, which may cause the loss of life or injury, property damage, social and economic degradation.	
ENVIRONMENTAL DEGRADATION	
"Processes induced by human behaviour and activities (sometimes combined with natural hazards), that damage the natural resource base or adversely alter natural processes or ecosystems."	

Table 1: A typical classification of hazard types

To identify the typical hazards in the District, a checklist was compiled which was circulated to all the Municipalities. These checklists were returned to the Project Team listing the following hazards (see Table 2) :

¹² <http://www.fews.net/centers/current/imagery/>

¹³ "Living with Risk: A Global Review of Disaster Reduction Initiatives", International Strategy for Disaster Reduction (ISDR) Secretariat, July 2002.

NATURAL HAZARDS			
Geological Hazards			
☞ landslide		☞ mudslide	
Hydro Meteorological Hazards			
☞ drought		☞ fire	
☞ flood		☞ hailstorm	
☞ severe storm		☞ snow	
☞ storm surge		☞	
Biological Hazards			
☞ anthrax		☞ cholera	
☞ food poisoning		☞ measles	
☞ polio		☞ rabies	
☞ shygella dysentry		☞ tuberculosis	
TECHNOLOGICAL HAZARDS			
☞ dam failures		☞ hazardous installations	
☞ hazardous materials: road		☞ hazardous materials: rail	
ENVIRONMENTAL DEGRADATION			
☞ air pollution		☞ land degradation	
☞ water pollution			

Table 2: Identified hazards in Amajuba District Municipality

Specific hazards as identified by the local municipality indicated are summarised in Table 3.

	Natural								Biological							Technological					Environmental				
	Drought	Fire	Flood	Hail Storm	Landslide	Mudflow	Severe Storm	Storm Surge	Snow	Anthrax	Cholera	Food Poisoning	Measles	Polio	Rabies	Shigella Dysentery	TB	Dam Failure	Hazardous Installations	Harmful by Road	Harmful by Rail	Air Craft Accident	Air Pollution	Land Degradation	Water Pollution
Danhauser																									
Goodevefarm	Y																								
Kalabas								Y																	
Azalia Street	Y																								
Pataak Street	Y																								
Ingosana	Y																								
Funtly Farm	Y																								
De Lange Farm	Y																								
Annevale District	Y																								
Koppe Allen Farm	Y																								
Moen Farm	Y																								
ILH Motors	Y																								
Nutland Farm	Y																								
NG Manqule	Y																								
Dhowan Street	Y																								
Angora Hills	Y																								
Fort Mistake	Y																								
Danhauser District									Y																
Zone 8 Buhlebonzinyathi								Y																	
Ward 10 Utiiky South								Y																	
Ward 8 Rutland								Y																	

	Natural									Biological							Technological					Environmental			
	Drought	Fire	Flood	Hail Storm	Landslide	Mudflow	Severe Storm	Storm Surge	Snow	Anthrax	Cholera	Food Poisoning	Malaria	Polio	Rabies	Shigella Dysentery	TB	Dam Failure	Hazardous Installations	Harmful by Road	Harmful by Rail	Air Craft Accident	Air Pollution	Land Degradation	Water Pollution
Ward 6 Ntlenoeka							Y																		
SAP - Danhauser		Y																							
Newcastle																									
Newcastle CBD			Y							Y															
Carbide Plant																							Y		
Memel Road									Y																
Noandu Park				Y																					
Amajuba Park					Y																				
Along Noandu River			Y																						
Along Ngagane River				Y																					
Madadeni				Y																					
Lennoxton				Y																					
Normandien		Y																							
Amajuba Mountains		Y																							
Horn River																								Y	
High parts of Amajuba District									Y																
Chrome International																							Y		
ISPAT ISCOR																							Y		
Utrecht Road																				Y					
N11																				Y					
Karibonhem																						Y	Y		

	Natural									Biological							Technological					Environmental			
	Drought	Fire	Flood	Hail Storm	Landslide	Mudflow	Severe Storm	Storm Surge	Snow	Anthrax	Cholera	Food Poisoning	Malaria	Polio	Rabies	Shigella Dysentery	TB	Dam Failure	Hazardous Installations	Harmful by Road	Harmful by Rail	Air Craft Accident	Air Pollution	Land Degradation	Water Pollution
Chemmesford Dam																						Y			
Drakensberg																						Y			
Odzweni			Y									Y			Y										
Unknown	Y									Y															
Ingogo		Y																							
Utrecht																									
Specific Area Not Specified	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	

Table 3: Reported hazards per local municipality

5 Primary Impacts

5.1 Natural Hazards

5.1.1 Geological hazards¹⁴

The two main geohazards (*sensu stricto*) under consideration in the Amajuba region are (1) earthquakes, and (2) catastrophic slope failures or other kinds of ground instability. The latter hazard may frequently be associated with or triggered by the first, although slope failure is more commonly triggered by hydro-meteorological factors, such as rainstorm or flood.

5.1.1.1 Earthquakes

A major earthquake with its associated aftermath of human casualty and civic destruction is widely regarded as the most terrifying and shocking of all natural phenomena, not least for the often-experienced element of complete surprise by which its victims are taken, and the sense of utter panic that accompanies it. The big earthquake, especially one in a densely populated urban environment is therefore the professional disaster manager's ultimate nightmare. The nearby uThungulu region is the site of South Africa's largest historical earthquake, a magnitude 6.5 event (M6.5) on the "Richter" scale, which occurred on the continental margin near Cape St Lucia on 31 December 1932. Seismic map .show that the Amajuba region is located close to the edge of a belt of natural earthquake activity extending along the Great Escarpment between Limpopo, Mpumalanga, Swaziland and KZN, towards the offshore epicentre of the 1932 St Lucia earthquake. This seismic belt is probably a southern extension of the branch of the East African Rift System (EARS; Hartnady 1990)) that continues southwards from Lake Malawi and crosses the lower reaches of the Zambezi and Save Rivers in the Beira region of Mozambique. Results from a recent probabilistic seismic hazard assessment (Figure 6; after Kijko et al., 2003) do not account for the plate-boundary or triple-junction character of the neighbouring Zululand-uThungulu region, and therefore underestimate the seismic hazard in this area¹⁵

¹⁴ Information in this section researched and prepared by Umvoto Africa (Pty) Ltd.. See Appendix for full report.

¹⁵ Refer to report in appendix for full references on authors.

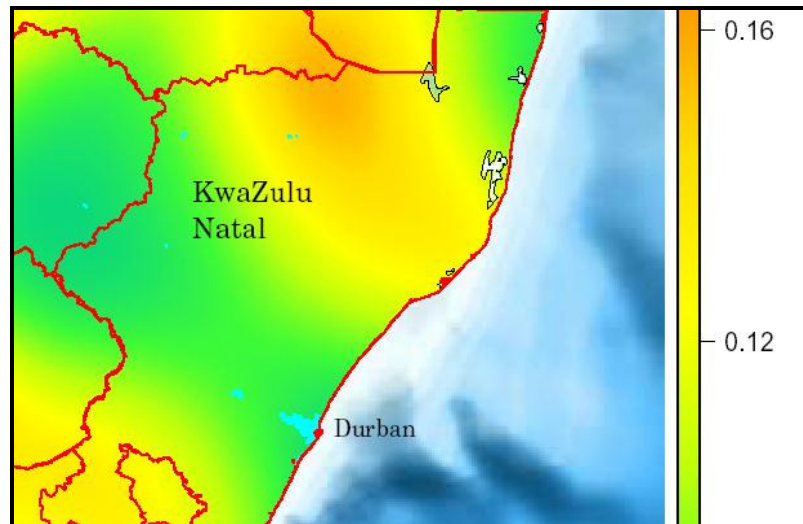


Figure 6: Map showing peak ground acceleration for which there is a 10% probability of exceedence in a time interval of 50 years. Units at right are a fraction of g ($=9.81 \text{ m/s}^2$) (after Kijko et al., 2003).

5.1.1.2 Slope instability

The KwaZulu-Natal Geohazards Database (Richards and Grow, 2003) currently identifies no record of slope failures of whatever type within the Amajuba area. The absence of an historical record for a particular type of geohazard is a significant disadvantage to analysis and assessment. Botha (1996)¹⁵ has investigated the distribution, morphology and nature of colluvial hillslope deposits at selected sites in KZN, and compared these with similar sediments in the southeastern Free State and Swaziland. The **Masotcheni Formation** is a distinct lithostratigraphic unit of colluvial sediments, typically exposed in erosion gullies (dongas) mainly concentrated in the Dundee-Nqutu-Vryheid area, which lies to the southeast of the Amajuba district. On the basis of the distribution of localised contiguous deposits incised by donga erosion, it is inferred to extend into the Amajuba area along the valley of the Buffalo River (Figure 7).

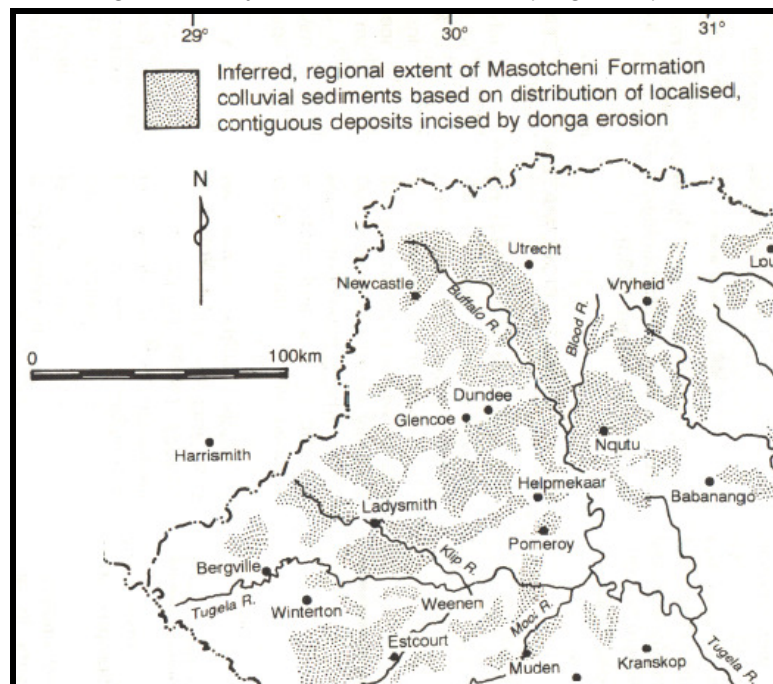


Figure 7: Distribution of the Masotcheni Formation in the Amajuba (Newcastle-Utrecht) area and surrounding districts.

In general, those parts of the Amajuba area that are underlain by the Masotcheni Formation may be prone to localised ground stability problems, if they happen to be close to areas of active donga erosion. In this connection the results of satellite-based land-use classification studies, such as have been undertaken as part of the National Land Cover (1995 and 2000) studies, could be applied to the identification of these hazard-prone areas, because areas of recent or active donga erosion are one of the mapping categories of this exercise.

5.1.1.3 General recommendations: georisk assessment

- ☞ The Amajuba municipality is close to apparent junction of two seismically active belts:
 - A N/S-trending belt along the escarpment zone between Limpopo, Mpumalanga, Swaziland and northern KZN;
 - An offshore NE/SW-trending belt crossing the KZN-Mozambique continental margin in the Mozambique Channel, within which occurred South Africa's largest historical earthquake (Cape St Lucia, 1932).
- ☞ These seismic belts are related to the ongoing separation of the Nubia and Somalia plates, which occurs at a slow rate of 1.5-2.5 mm/yr in the Mozambique-Swaziland-KZN region. Current plate-kinematic models place both Richard's Bay and the Cape St Lucia epicentre on or close to the southwestern edge of the Somalia plate.
- ☞ According to current probabilistic seismic hazard assessment, in any 50-year time interval there is a 10% probability that peak ground accelerations between 12-16% of g will be exceeded in the escarpment seismic zone (2a above), corresponding to shaking with intensity of 7 on the Modified Mercalli (MM) scale in a "1:100 year event".
- ☞ Although the area along the KZN border with Swaziland (in the neighbouring Zululand district municipality) is shown to have a greater seismic-hazard potential, due to its proximity to the 1919 Swaziland earthquake epicentre, the eastern Amajuba (Utrecht) area probably has at least equal hazard level, because of the epicentre-location uncertainties for both the 1919 and 1932 events, and because the probability of events of equal or greater magnitude occurring in the intervening section of the escarpment seismic zone cannot be accounted for with existing methods of seismic-hazard assessment.
- ☞ For certain key or "lifeline" infrastructure (dams, pipelines, railways, major trunk roads and bridges), the 50-year assessment interval is inappropriate. For this infrastructure the hazard from large earthquakes of low annual probability (1:1000 or greater) is significant.
- ☞ Hazard probability curves for a representative location in the centre of the escarpment seismic zone (uThungulu-Zululand border area) show that the event with an annual probability of 0.001 (1:1000) is associated with a ~30%g acceleration, equivalent to shaking of intensity ~9 on the Modified Mercalli Scale, but also indicate that there is an upper bounding limit of ~60%g (or MM intensity 10). This upper limit, above which the annual probability falls to zero, implies a "maximum magnitude" around M6.6.
- ☞ The current method of estimating this maximum magnitude over the northern KZN (Amajuba-uThungulu) region is based on a seismic catalogue for a period which is extremely short in comparison with the ~1000-year recurrence interval for events of this size. A new (as yet unimplemented) method that incorporates the GPS-measured rates of displacement across the seismic belts may indicate that the maximum magnitude is an underestimate, and that events of M8 (~1:10 000 year events) are in fact necessary to account for observed rates of motion.
- ☞ The potential for slope instability – which could be either earthquake-, rainstorm- or flood-triggered - exists in parts of Amajuba because of the deep incision of the major rivers, and local steep slopes between the flood plains and the surrounding plateau areas.

5.1.2 Hydro-meteorological hazards

5.1.2.1 Drought

A drought occurs when there is a deficiency in rainfall or other forms of precipitation for an extended period of time. This effects run-off, soil moisture levels, dam levels, food production and ultimately the ability to supply potable water and to maintain the natural ecology of a particular area. Depending on which of these are affected, a drought can typically be defined as being a meteorological, agricultural or hydrological drought.¹⁶

☞ A *meteorological drought* occurs when moisture supply (rainfall or other forms of precipitation such as snow or mist) at a given place is consistently below a climatically approved level. The South African Weather Services defined drought on the basis of the degree of dryness in comparison to 'normal' or average amounts of rainfall for a particular area or place and the duration of the dry period. Less than 76% of normal rainfall is regarded as a severe meteorological drought, but a shortfall of 80% of normal will cause crop and water shortages which will ultimately affect social and economic factors. Normal rainfall for a particular place is calculated over a 30 year period using rainfall figures from 1960 to 1990.¹⁷ The mean annual precipitation for the area is shown in **Error! Reference source not found..**

☞ An *agricultural drought* occurs when moisture is inadequate to meet the needs of a particular crop, livestock or other dry land agricultural operation and generally occurs during or after a meteorological drought.

☞ A *hydrological drought* occurs when deficiencies in surface and sub-surface water supplies occur and can be measured as stream flow, dam levels and groundwater levels and generally occurs after an agricultural drought.

Other climatic factors such as high temperature, high wind, low soil moisture and low relative humidity can significantly aggravate the severity of drought conditions and these additional factors should also be taken into account. .

The climate of southern Africa is influenced by, amongst others, the variability in sea-surface temperatures in the region of the eastern equatorial Pacific Ocean. The so-called El Niño event is associated with anomalously high (warmer than usual) sea surface temperatures in this region and La Niña with anomalously low (cooler than usual) sea surface temperatures. changes in the atmosphere above the equatorial Pacific Ocean can be described by means of the Southern Oscillation Index (SOI). Combined they are referred to as an ENSO event. The El Niño phenomenon is associated with drier conditions in the summer rainfall regions of South Africa. A 60% probability for a weak El Niño event is forecasted for 2004/2005.

It is very important to constantly asses rainfall in the area. The South African Weather Service provides maps every 10 days to show the deviation of the rainfall from the normal. It also provides monthly and seasonal maps for every area, as shown in Figure 8 . A constant pattern of below normal rainfall will be the first indictaion that precautions in terms of drought should be taken.

5.1.2.2 Floods

A flood event may be defined as that event that results in water occurring in areas it does not normally occur. The extent of his event would determine the impact of the event. Floods are described in terms of the return period. A 2 year flood has a 50% probability of occurring in any year and a 10 year flood has a 10% probability of occurring in any year. More than 7000 flood events, the most in any province, have occurred in KwaZulu-Natal since 1900.¹⁸ Damaging flood events have increased substantially since 1950. The number of floods recorded per Water Management area are shown in Figure 9.

¹⁶ KwaZulu Natal Drought Report : February 2004

¹⁷ www.weathersa.co.za

¹⁸ RAVA workshop, 3 October 2002, Dirk van Bladeren, SRK consulting,

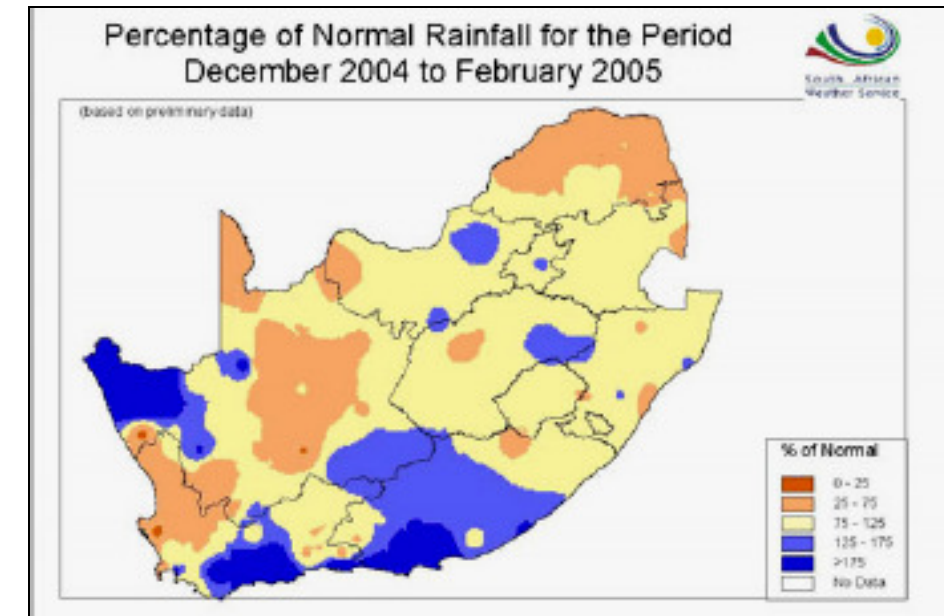


Figure 8: Percentage of normal rainfall for the season December 2004 to March 2005.

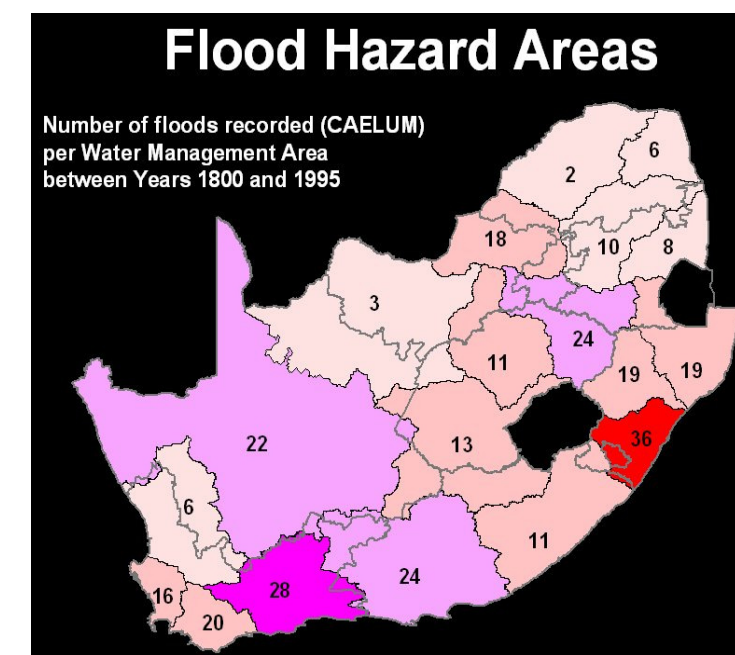


Figure 9: Flood Hazard Areas¹⁹

The annual probability of flood occurrence is mapped in Figure 10 below. Amajuba falls into one of the highest risk zones in the country. Flooding is however also affected by local conditions, such as the level of urbanisation (which is currently increasing), the soil type and the level of environmental degradation, the local stormwater management and assessment of drainage capacity.

¹⁹ www.dwaf.gov.za

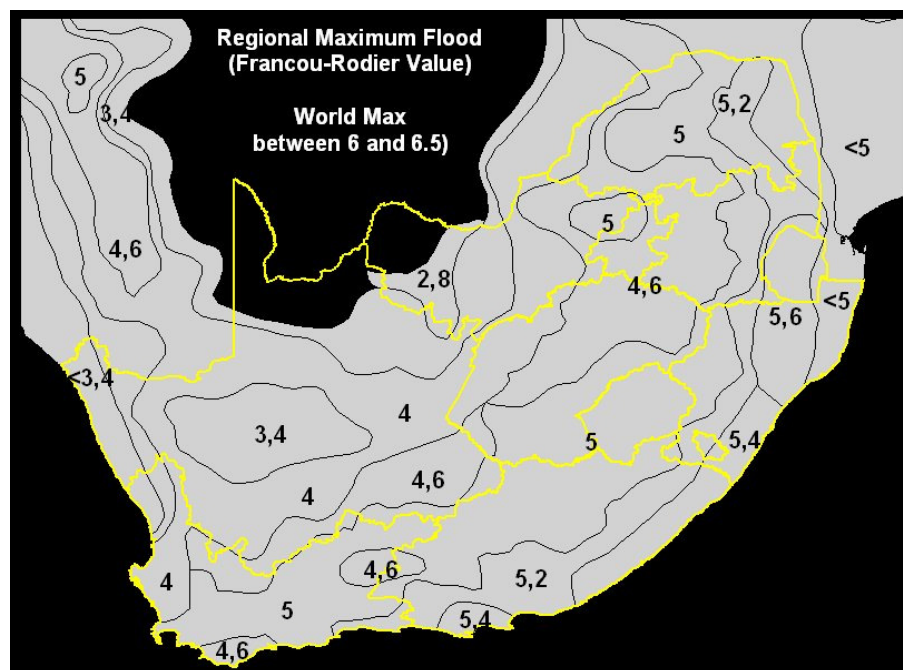


Figure 10: Regional Maximum FloodError! Bookmark not defined.

It is the responsibility of each municipality to determine the specific flood lines for rivers in their area. The Department of water Affairs carries the responsibility to determine flood lines for dam break scenarios for all category 1 and 2 dams.

5.1.2.3 Veld fires, wild fires and informal settlement fires

The Department of Water Affairs and Forestry has classified each metro pole and local municipality according to classes of veldfire risk, as a national framework for the implementation of the National Veld and Forest Fire Act²⁰. The risk assessment follows the international standard, as adapted for South Africa. The classification is therefore **preliminary**, but is intended to serve as a **working guide** until further research improves the assessment in due course. It is shown in Figure 11.

The risk classification is based upon available ecological information on the prevailing natural vegetation and readily available reports on the incidence, behaviour and consequence of veldfires. For each kind of vegetation the likelihood of veldfires occurring in that vegetation, and the consequences that arise in modern times when such veldfires occur was established. This combination of likelihood and consequence allows the risk to be rated. Then, using geographical information, a risk class is assigned to each metropole, municipality, or district management area. All three municipalities in Amajuba have been classified as having an extremely high risk.

²⁰ Department of Water Affairs and Forestry, Veldfire risk classification of municipalities. Explanation of preliminary classification March 2003.

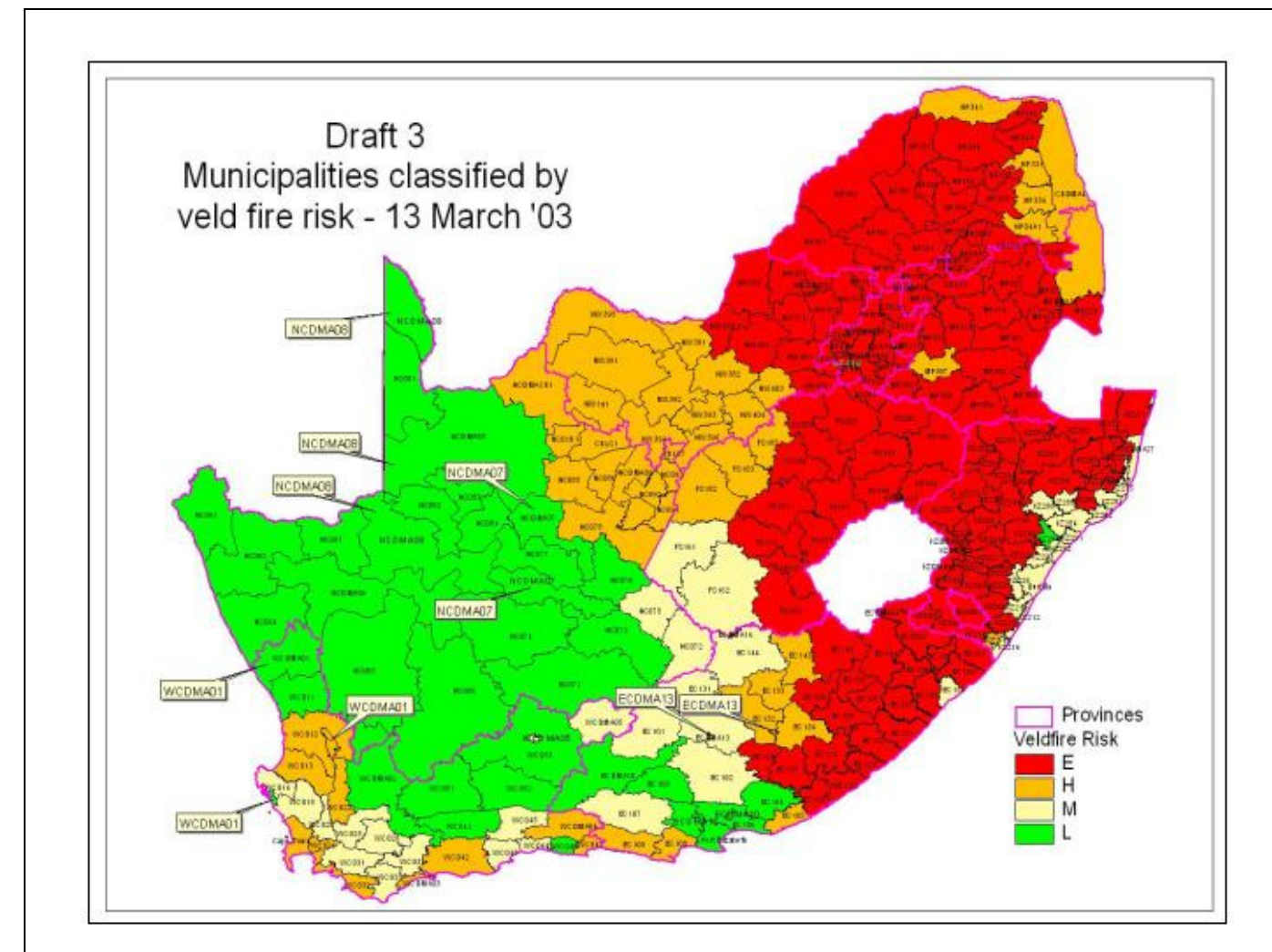


Figure 11: Municipalities classified by veld fire risk²¹

²¹ <http://www.dwaf.gov.za/forestry/fireawareness>

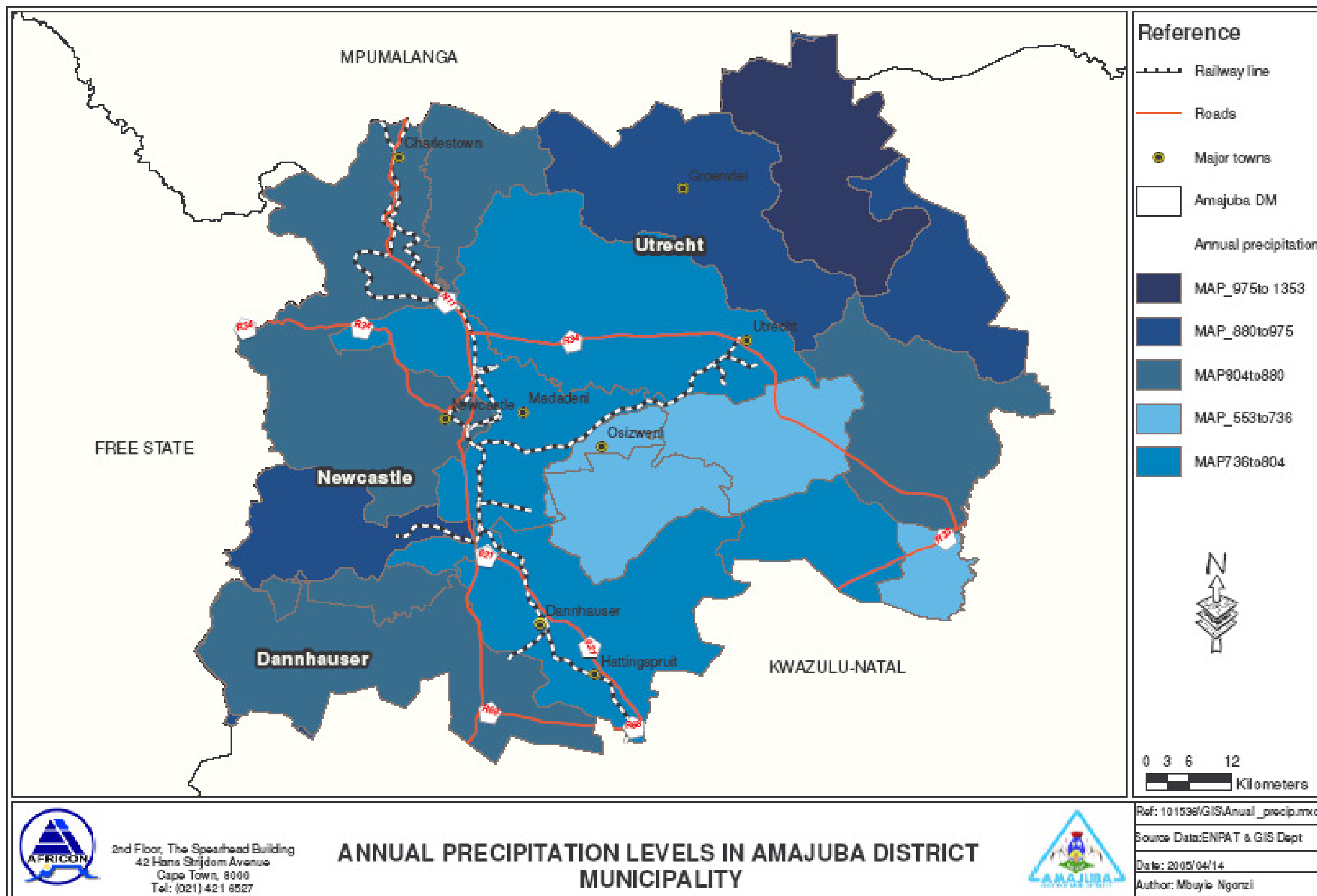


Figure 12: Mean annual precipitation

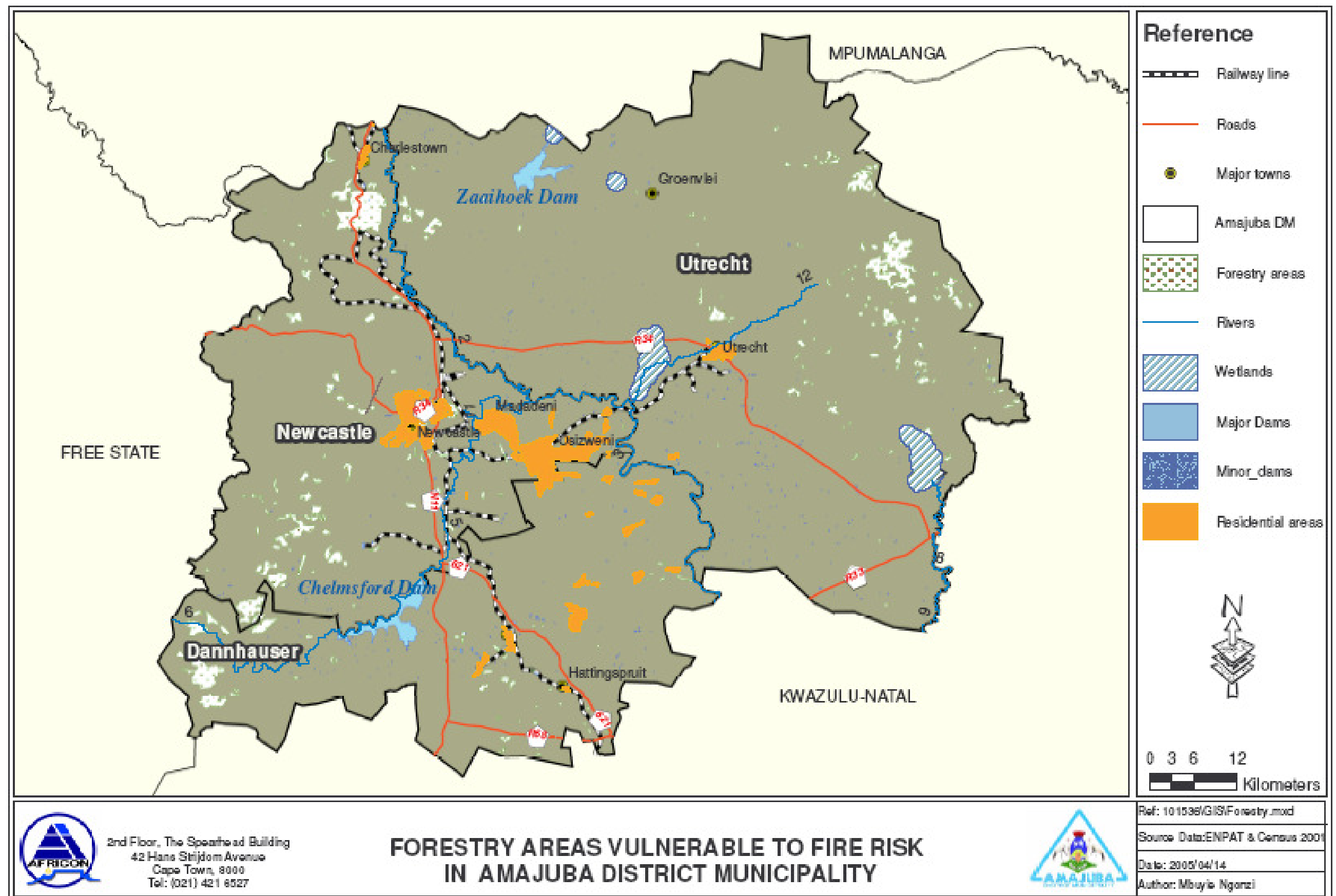


Figure 13: Location of Forestry areas

5.1.3 Biological hazards²²

Biological hazards are naturally occurring substances such as bacteria and moulds or animals such as insects that are able to cause illness in humans and animals.

Unlike hazards such as geological hazards where the existing geological formations provide scientific clues to possible risks, biological hazards need not be habitually present in an area to give rise to an unexpected disaster. In the sphere of biological agents of risk, a survey of diseases that are habitually or usually present in a region does not adequately cover the possible (or even probable!) risks posed by human and animal diseases. Disease-causing organisms (called pathogens) do not respect borders and can invade a region in so many ways that only a general overview of the pathways of disease transmission and examples of the pathogens involved can be given here.

The categories of biological health hazards include much more than just the microbiological organisms causing human disease. It also includes, amongst others, animal diseases with an impact on human health or economic well-being, proliferation of pest plants or plant diseases causing crop failure, upsurge in the numbers of problem animals, etc. In this section the emphasis is placed on disease as an important primary cause of disaster events, but also as a very important secondary risk in the aftermath of disasters triggered by other causes such as floods, earthquakes, fires and the like.

5.1.3.1 Animal diseases²³

A characteristic of outbreaks of plant or animal diseases is that they often transcend boundaries (even state boundaries) and these outbreaks themselves can be the cause of emergencies. They are of particular importance to food security and sustained economic development and trade in many areas, especially those whose economy is deeply rooted in agriculture. The impact of such emergencies is most keenly felt where strict quarantine measures are put in place to prevent spread as well as where heavy culling of animals suspected of being exposed takes place. Outbreaks of such a nature can cause serious food shortages, destabilize markets and trigger embargoes. Anthrax, foot-and-mouth disease, rinderpest, African swine fever, virulent avian influenza and outbreaks of locust swarms are examples of such emergencies.

A particular problem with outbreaks of animal disease is the rumour mongering that develops even before the authorities actually impose quarantine restrictions to curb the outbreak. Farmers, especially subsistence farmers with poor resources and inadequate knowledge, take livestock away in secret to uninfected areas, fearing that the animals will be culled. This spreads the epidemic even faster and involves increasingly larger areas in the outbreak. The only longterm solutions are heroic efforts at communication during the initial phases of an outbreak and continuing education in the agricultural community.

Apart from their economic impact and the impact on food supplies, some animal diseases can cause illness in humans as well. Mosquitoes, lice, fleas and ticks are pests that have been known as carriers of serious diseases since ancient times. Larger warm-blooded animals (wild as well as domesticated) have also been identified as disease carriers for millennia. Animals can either be the mode of transmission of disease (called a vector of disease) or a source (called a reservoir) of disease.

²² Except where stated otherwise, this section is quoted from the expert report by Dr J Barnes. The full report with applicable references is available in the annexure.

²³ Provincial Administration Western Cape; Communicable disease emergency plan 2001

Rabies is primarily a disease of animals, but the rabies virus can be transmitted to humans, commonly through the bite of an infected carnivore. Dogs are the most important transmitters of the disease to humans. The virus is present in the saliva of the biting animal, and spreads along nerves, not blood. No particular geographical area are at risk. The population at risk is mostly people who have an occupational risk of exposure such as veterinarians or staff at animal welfare organisations.

Foot-and-mouth disease is a highly contagious virus that affects cloven-hooved animals, such as cattle, pigs, sheep and antelope. The virus is found in saliva, faeces, urine and milk. The disease does not affect humans. The incidence of the disease can however result in a ban on the export of all agricultural products to foreign countries. Foot-and-mouth disease spread when sick animals infect others by means of their excrement. People handling infected animals can also spread the disease to other animals. Geographically the disease can spread via all routes and forms of transport – road, air, water, railway and the physical movement of livestock. It can be transported in the form of sick animals, saliva, urine, organs, semen, bones, wool, hides, meat and people who have been in contact with animals.

5.1.3.2 Human Diseases²³

Certain health-related events may be rare or only occur after a series of unrelated factors all happen at the same time. This will include the introduction of a life-threatening disease hitherto unknown in the area or an outbreak of an animal disease that causes severe quarantine measures to be introduced. Even though the chance may not be great, when such an event happens, the ripple effects can seriously jeopardize people's survival, food production, and movement of people or the economic stability of the area. These hazards are referred to as "low probability - high consequence" events. Such events require particular co-operation between public and private organizations to cope with the domino effects of the consequences. Usually individuals and organizations do not take preventative action unless there are incentives to do so and thus the co-ordination to deal with such events is of crucial importance.

The pathway of infection can involve food, water, person-to-person contact as well as airborne transmission.

The classic outbreak of foodborne disease familiar to most people is the outbreak of diarrhoeal disease following ingestion of spoiled food. Although this can affect a large number of people, most of the cases resolve spontaneously and usually the mortality rate is low. If the food was contaminated with a chemical toxin however, such as using empty poison containers for food preparation, the death rate may be considerable.

Food can be contaminated with pathogens during the whole chain of production, transport, storage and processing. The changing nature of food provision has seen many foodstuffs being produced and processed outside the area where it is consumed; so tracing the source of the contamination may prove very difficult.

Food handlers who are called into service in emergency situations are sometimes poorly trained in hygiene and sanitation, or poorly educated. Such individuals may work with food while ill with an infectious disease themselves, increasing the risk of the spread of disease.

Waterborne infections pose a particular problem in disaster scenarios. If the infrastructure for water distribution and waste disposal is damaged, then some water contamination is almost inevitable.

Existing endemic diseases and conditions such as poverty and poor food supplies can make the population of an area more prone to mortality and morbidity during a disaster. With that in mind, it

is important to know what endemic diseases and other aggravating factors exist in an area where disaster planning is to be undertaken.

In the district of Amajuba there are too few verifiable data sets available to write a detailed assessment of the present state of health of the population in the area. That does however, not preclude assuming that the area will have much the same disease profile as the rest of the province of KwaZulu-Natal. Diseases identified as posing a disaster risk are discussed.

Anthrax is caused by *Bacillus Anthracis*. Most cases occur within 48 hours of contact. It is mainly a disease of animals, but occurs in humans where contact with animals or animal products take place. There is no person to person spread. People at risk are those who have contact with animals or animal products such as veterinarians, agricultural workers, wildlife workers and workers who process animal products.

Cholera is caused by *Vibrio cholerae*. The incubation period varies from a few hours to 5 days. It is spread via the faecal-oral route. Sources of infection include contaminated water and food, including shellfish taken from contaminated water. Soiled hands can contaminate drinking water and foods. In the case of cholera, Africa contributes more than 80% of all cases worldwide. Natural disasters like the 2000 flood in Mozambique generally lead to new outbreaks of the disease. In 2000/1, more than 105 000 cases of cholera were reported KwaZulu-Natal, and in 2002 there were 13 536 cases reported. In 2003, at the tail-end of the epidemic, only 560 cases were reported, of which Amajuba had the highest incidence (282 cases, mostly amongst children). This can change very rapidly if the right environmental conditions are in place and the situation regarding the provision of clean water and improved sanitation is not at the very least maintained. The last cholera outbreak in South Africa was declared over in May 2004.

Measles is caused by the measles virus and spread through droplets from person to person. Children, particularly in absence of immunisation programs are at risk, and infection is more severe among malnourished children.

Meningococcal disease is caused by *Neisseria Meningitidis*. The incubation period is 2 to 10 days and it is transmitted through respiratory droplets from the nose and throat of infected persons.

Shigella Dysentery is caused by *Shigella Dysenteriae* and occurs most commonly through person-to-person contact and through contaminated food and water. Overcrowded areas with poor sanitation, poor hygiene and unsafe water supplies are at risk. It occurs in hot, wet, weather and tends to be seasonal. Young children, the elderly and malnourished are most severely affected.

Typhoid is caused by *Salmonella typhi* and the incubation period is 1 to 2 weeks. Water contaminated by faeces and urine of patients and carriers are the main sources of infection, as well as shellfish from contaminated beds, vegetables and milk products. The mode of transmission is the oral-faecal route through consumption of contaminated water or food.

Typhus fever is caused by *Rickettsia prowazekii* and is transmitted by the human body louse. Infected lice excrete the organism. Humans are infected through scratching or rubbing louse faecal matter into a bite wound. Populations at risk are persons living in crowded, unsanitary, louse-infested conditions and conditions that bring them into contact with rats.

Bilharzia is a parasitic disease caused by worms and the second most prevalent tropical disease. *Schistosoma mansoni* and *Schistosoma haematobium* are found in Southern Africa. (see Figure 15) and respective causes intestinal and urinary bilharzia. A person gets bilharzia when his/her skin

comes in contact with contaminated fresh water from where the parasite advances to either the intestine or the bladder. Extreme poverty, unawareness of risks, inadequacy of health facilities, unsanitary living conditions, rapid urbanisation and migratory patterns from countries or areas where the disease are endemic, are all underlying causes of the disease. It commonly affects adult workers in agriculture and children aged 10 to 14.²⁴

Tuberculosis, commonly referred to as "TB", is a non-diarrhoeal disease, caused by *Mycobacterium tuberculosis*. It is linked to malnutrition and especially prevalent among the poorer and rural part of the population. In 2002, there were 52016 cases reported in the province. The cure rate among the new cases reported in 2001 was only 36,5%, with a large number of cases not completing their treatment. This is almost sure to lead to increasing levels of resistance to anti-TB drugs.

The HIV/AIDS pandemic is already underway in Africa south of the Sahara, and a large proportion of the cases occur in South Africa. In 2002, according to antenatal surveys, the HIV positivity prevalence in KwaZulu-Natal was 36,5% and there were an estimated 120 167 AIDS orphans in the province. The percentage of all deaths in the province that was due to AIDS was 51,7%. It was also estimated that 17,1% of health workers in the province was HIV positive themselves. The MRC estimates that over half the deaths of the population within the 15-49 age group are due to AIDS. Amajuba has some of the highest prevalence rates in the province (see

Figure 14). Of a sample done in 2000 by the Faculty of Medicine, University of Natal, 42% of all people in Utrecht were HIV positive, and 32% in Mdadeni²⁵. The Department of Health has advised that there may be errors in terms of calculating AIDS figures. These data however indicate a slow disaster already in progress.

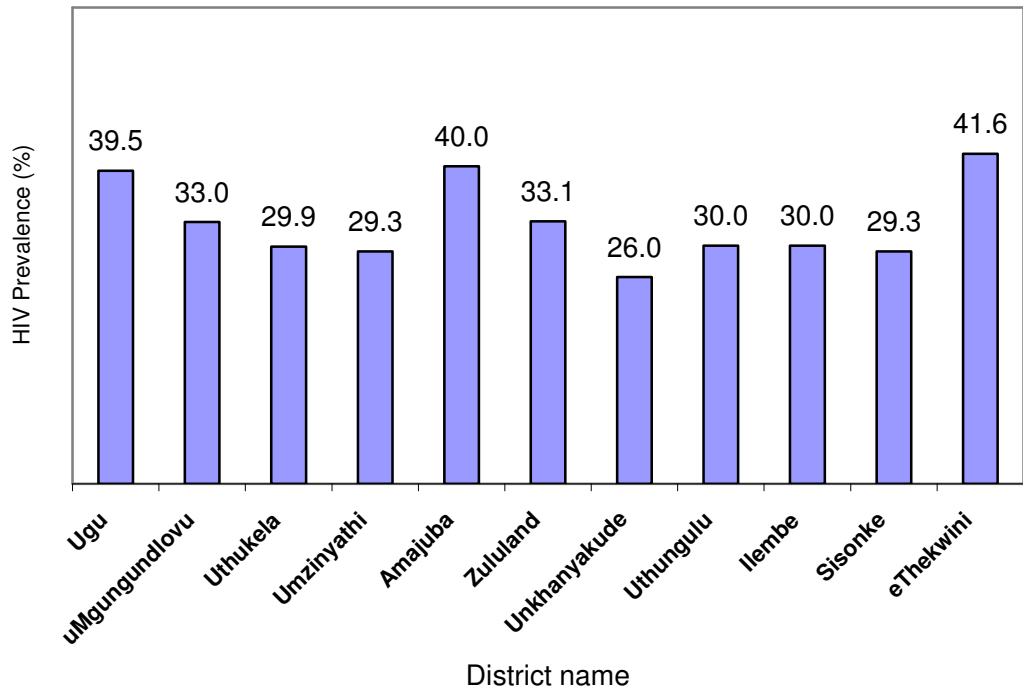


Figure 14: HIV prevalence % per District in KZN.²⁶

²⁴ http://www.health24.com/medical/condition_centres

²⁵ Medical Research Council of SA, Annual report 2000-2001.

²⁶ Source: Department of Health, KZN. Contact: Shannon Rushworth

In general, the health of children is often taken as an indicator of the general health status of the population and also the status of health care in that area. In Amajuba district the incidence (i.e. new cases per year) of diarrhoea for children under 5 years of age is given as 276 per 1000 of the population at risk. The annualized incidence of severe malnutrition for the under 5's is given as 35,8 per 1000 of the population at risk. Both these figures are very high and indicate a population that is poverty-stricken and labouring under restraints such as inadequate knowledge as well as inadequate health services.

The percentage of 15 year olds in the province who will die before they are 60 years old was estimated to be 64% for men and 53% for women in 2002.

According to a survey published in 2004, patient satisfaction with the nursing care they received in the Amajuba district was extremely low, with 87% of patients giving a rating below 10 out of a possible total of 28 (35,7% approval). Coupled with the under-provision of health care services in the district, this indicates that the present facilities and staff are already unable to deal satisfactorily with the normal day-to-day demands. When faced with a disaster or other extreme event carrying health risks, the health services will probably collapse unless aided and supported with heroic intervention measures from outside sources.

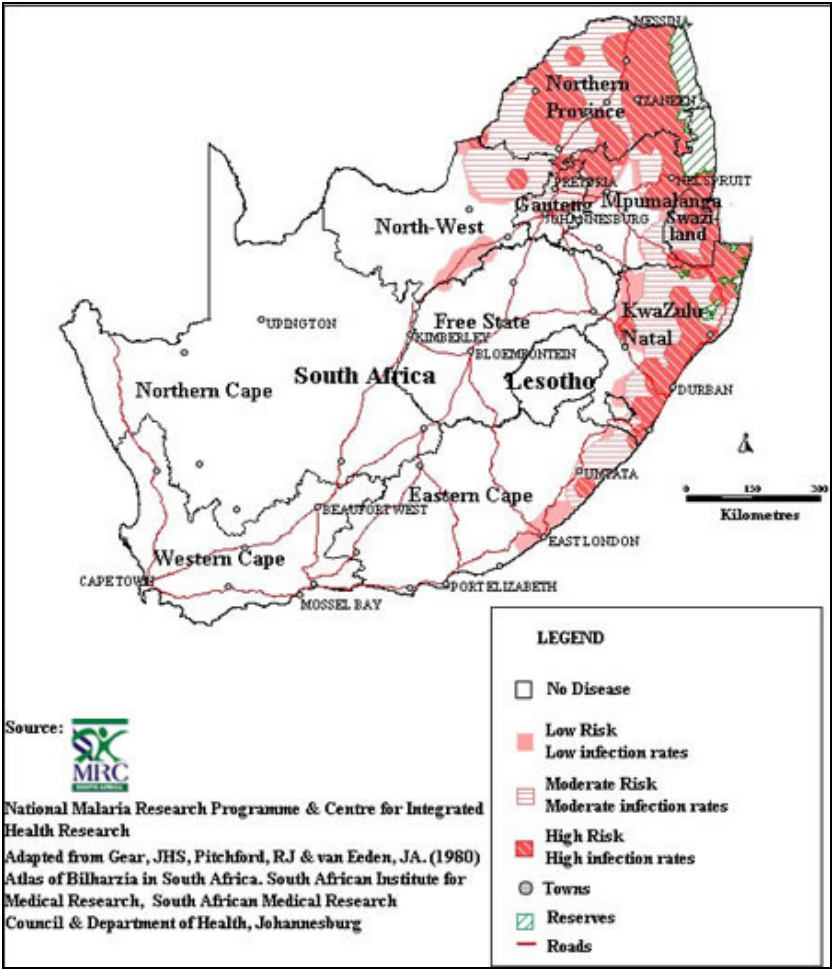


Figure 15: Bilharzia incidence in South Africa

Malaria is not endemic to the district and only a few cases are reported every year, probably due to people travelling from adjacent endemic areas.

5.2 Technological Hazards

Technological hazards are defined as danger originating from technological or industrial accidents, dangerous procedures or certain human activities, which may cause the loss of life or injury, property damage, social and economic degradation.

5.2.1 Hazardous installations

5.2.2 Hazardous material by road and rail

Where ever hazardous materials are transported by road and rail, it poses a hazard, both to the population and to the environment. Spillage of hazardous materials can result in death or injury due to contact with toxic substances, resulting explosions and/or fires. Where spillage occurs in environmental sensitive areas, it can result in death of fauna and flora and can cause severe contamination of resources, such as groundwater and surface water. Areas dependant on groundwater sources (boreholes) are specifically vulnerable, as this may be the only water source for a community.

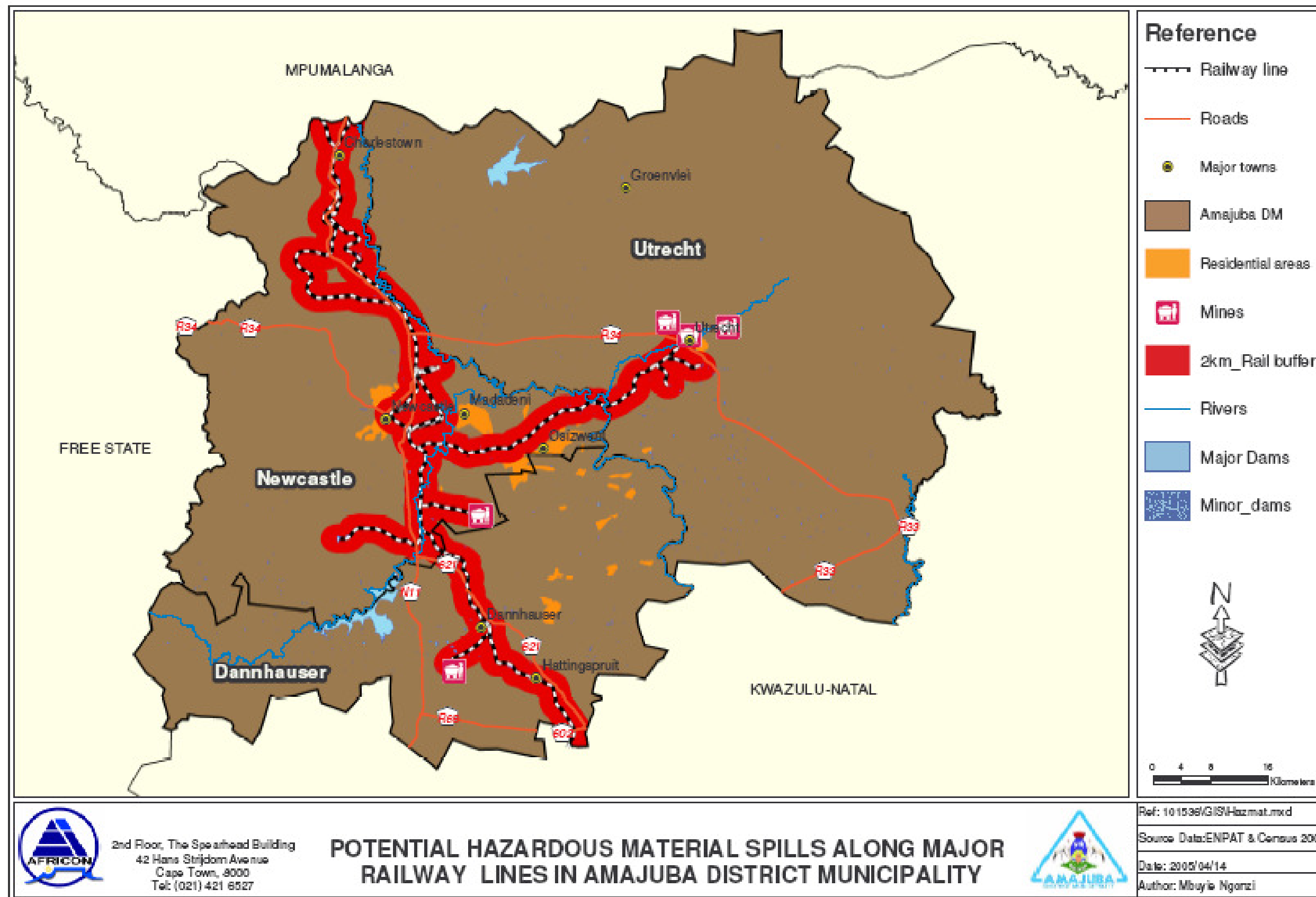


Figure 16: Hazardous materials by rail

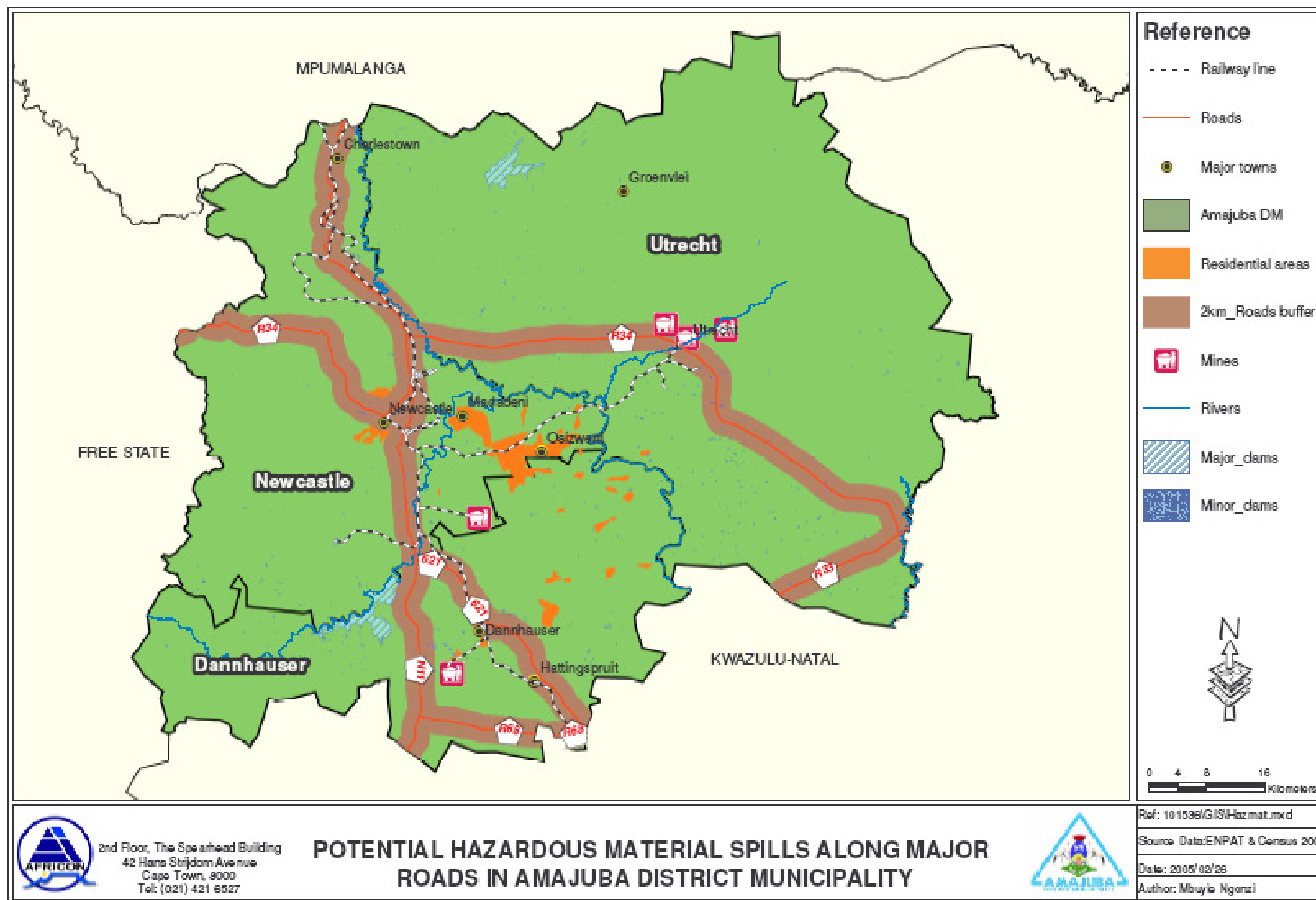


Figure 17: Hazardous material by road

5.2.3 Aircraft accidents

In the “*Annual Review of Aircraft Accident Data*” of the National Transportation Safety Board²⁷ in Washington, D.C., it is mentioned that aircraft accidents typically occur at the following points (see Figure 18):

☞ **Airport / Airstrip:** Accidents that occur on or near an airport or airstrip typically involve aircraft at relatively low altitudes and airspeeds that are taking off, landing, or manoeuvring to land.

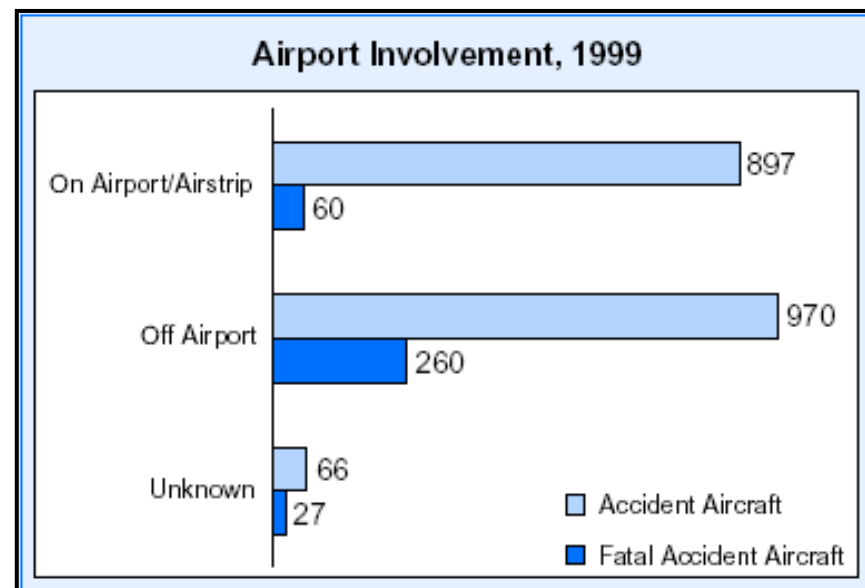


Figure 18: Location of Aircraft Incidents in the USA during 1999

☞ **En Route:** Accidents that occur away from an airport typically include aircraft in the climb, cruise, manoeuvring, and decent phases of flight. They are typically at higher altitudes and higher airspeeds than aircraft in the immediate vicinity of an airport.

Because of these differences, accidents that occur away from an airport are more likely to result in higher levels of injury and aircraft damage.

Table 4 lists the total number of incidents that have been reported to the civil aviation authority in South Africa between 1999 and 2004:

The Project Team has consequently mapped the following:

☞ **Airports and Airstrips:** Figure 19 gives a sense of where aircraft accidents are likely to occur in the Province. The map was prepared by:

- ◆ Creating a 50 km buffer around all of the major airports in the Province that is available in a digital format.
- ◆ Similarly, creating a 20 km buffer around the minor airports that is available in a digital format.
- ◆ Lastly, by creating a buffer along the major flight lines (routes).

	1999	2000	2001	2002	2003	2004
Eastern Cape	15	11	11	9	5	2

²⁷ <http://www.nts.gov/publicn/2003/ARG0302.pdf>

Gauteng	46	33	45	49	28	24
KwaZulu Natal	13	18	15	23	17	7
Mpumalanga	15	24	7	11	16	8
Northern Cape	2	6	9	2	3	4
Northern Province	7	13	5	15	12	5
North-West	9	7	7	15	13	5
Freestate	8	9	16	12	4	5
Western Cape	18	13	7	18	14	9
Over Border	17	19	24	15	27	6
Total	150	153	146	169	139	75

Table 4: Aircraft accidents reported to the Civil Aviation Authority

5.2.4 Vehicle accidents

Vehicle accidents are common on all the major routes., specifically in the Utrecht area.

5.2.5 Dam failures

Dam failures constantly pose a threat, specifically during periods of heavy rainfall. Risk reduction measures should be put in place to reduce the risk of dam breaks by their owners. The Department of Water Affairs is only responsible to map possible flooding for category 1 and 2 dams.

5.3 Environmental Degradation

5.3.1 Air pollution

A seemingly high level of air pollution resulting from industrial activity in the industrial areas of Newcastle are present.

5.3.2 Water pollution

All surface and groundwater areas should be continuously monitored especially in areas surrounding mining activity

5.3.3 Land degradation and Desertification

Land degradation is common in areas where over-grazing occurs It is also characterised/caused by burning of veld for grazing, soil erosion, sheet, gully and land slide, siltation, invader species, communal tenure and collection of firewood.

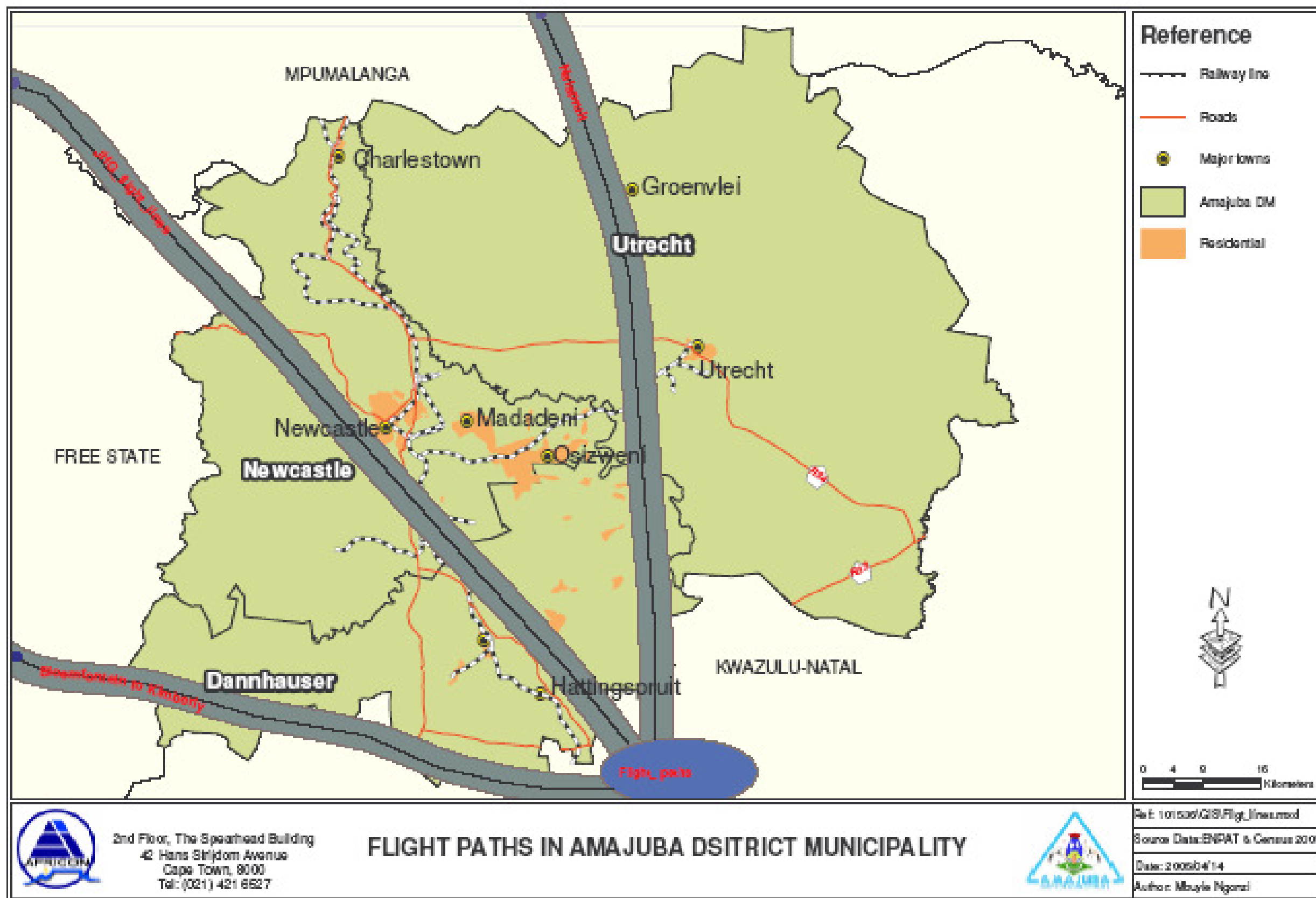


Figure 19: Major Flight paths over aMajuba

KwaZulu-Natal has the second highest provincial soil degradation index in South Africa²⁸. Rates of soil degradation are increasing in grazing lands. Communal areas are significantly more degraded than commercial farming areas. Gully and sheet erosion affect croplands, grazing lands, commercial forestry and settlement areas. The province has the second highest provincial veld degradation index in South Africa and the rate is increasing. Loss of plant cover and change in plant species composition are problems in the grassland. Desertification is a concern in some communal areas in the savannah biome. Bush encroachment is a priority in a few magisterial districts. Alien plants such as black wattle have invaded most river systems, and triffid weed, lantana and bugweed are problems in coastal and mistbelt areas. Alien plants use about 17% of the annual runoff in KwaZulu-Natal. Many of the upper reaches of rivers are eroded and turbid because of trampling and grazing by cattle. If all magisterial districts in South Africa are considered together, seven of the twenty districts requiring priority attention in terms of land degradation are in KwaZulu-Natal. The erodibility of the soil is shown in Figure 22

In general, an examination of the interactions of the earth's systems reveals a fine mesh of interrelationships – changes in one system will eventually affect another. Environmental degradation, classified as a disaster itself, can inevitably lead to secondary disasters²⁹. The following figure illustrates the domino effect of environmental degradation.

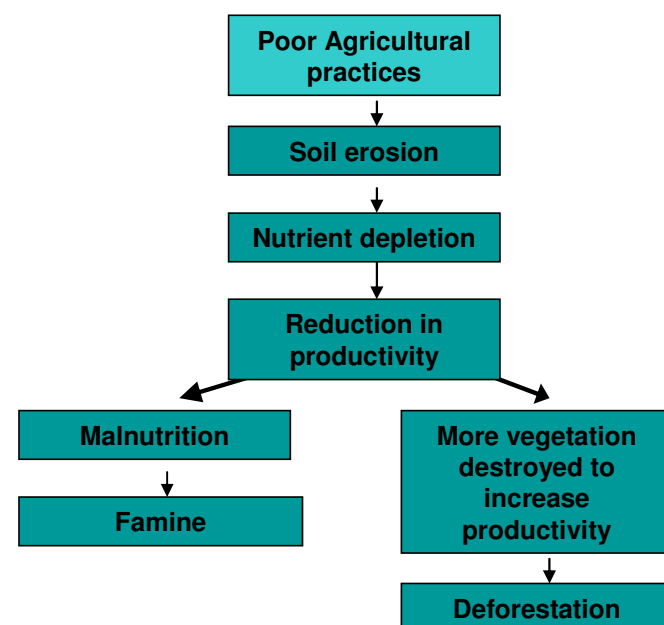


Figure 20: The domino effect of environmental degradation

6 Vulnerability analysis

In this section of the report, the Project Team will attempt to identify specific vulnerable communities, by conducting:

- ☞ **Societal Vulnerability Analysis:** The focus of this analysis is to identify those neighbourhoods where individual resources are minimal. The limited availability of resources in a community suggests that the community might be vulnerable, or susceptible, to any hazard event.

²⁸ Provincial fact Sheet; Land degradation Department of Agriculture.

²⁹ United Nations Disaster Management training programme: Disaster and the Environment, 2nd edition 1995

- ☞ **Environmental Vulnerability Analysis:** The purpose of this analysis is to identify locations where there is potential for secondary environmental impacts from natural hazards and to target vulnerable locations for risk reduction activities.
- ☞ **Economic Vulnerability Analysis:** The purpose of this analysis is to identify the economic vulnerabilities to hazard impacts.
- ☞ **Critical Facilities Vulnerability Analysis:** This analysis focuses on determining the vulnerability of key individual facilities or resources within your area.

6.1 Societal Vulnerability Analysis

The societal vulnerability analysis was base on the 2001 Census information.

- ☞ **Map Areas of Societal Vulnerabilities:** Societal vulnerability areas are those locations (preferably at the neighbourhood level) where community resources are limited. These areas could be most dependent on public resources after a hazard event and thus could be good investment areas for risk reduction activities. It could also imply that some communities need special attention during a disaster event, such as making sure the language used in official communications is understood by all.

Typical examples of societal vulnerability areas are:

- ◆ **Indigent Households:** Indicates that resources in this community are limited and that assistance will be required.
- ◆ **Housing Units with No Vehicles:** Indicates possible mobility considerations This is an important factor to consider during a hazard event as evacuation will be much slower. Public transport will have to be arranged. See Figure 25.
- ◆ **Cultural Communities:** indicates potential language or cultural considerations. The area is fairly homogenous in terms of culture and language and practices should therefore not play a big role. See Figure 26.
- ◆ **Citizens over Age 65:** Indicates possible mobility and frail care considerations .The aged need special attention in times of emergency evacuation, and also indicates areas that are more susceptible to disease.
- ◆ **Access to water and sanitation.** Communities that do not have access to clean water and sanitation are extremely vulnerable to disease. In Amajuba, approximately 4% of households have no access to toilets at all. 42% have pit latrines and 53% have flush/chemical toilets. Out of the three municipalities, Utrecht has the lowest level of service Where communities depend on water from a river as their main source of water, the probability of outbreaks of cholera and other water-borne diseases increase substantially
- ◆ **HIV/AIDS:** poorer households are more vulnerable and is likely to deepen poverty and compromise upward mobility. It will place a greater demand on health care facilities and welfare and support for orphans

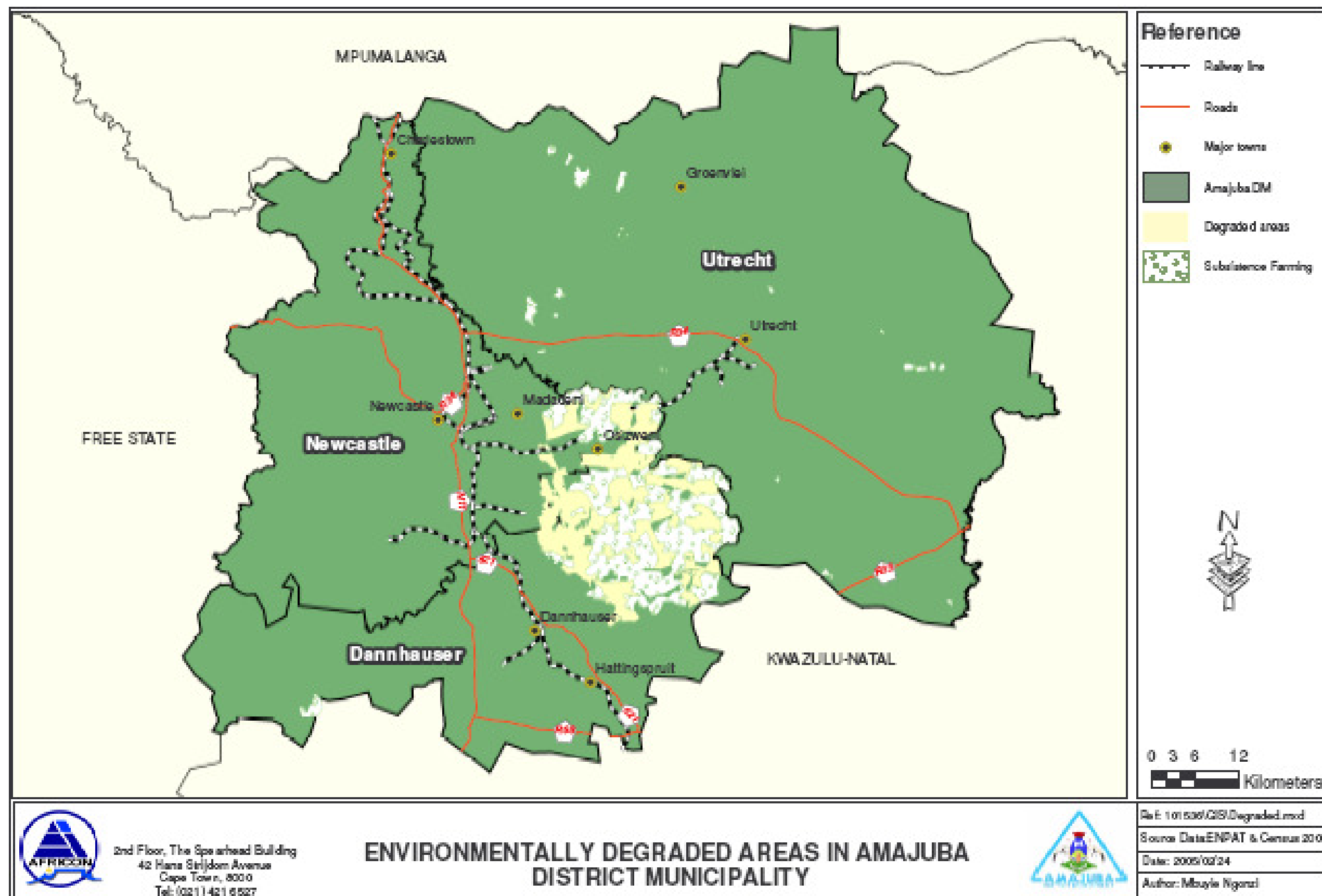


Figure 21: Degraded areas

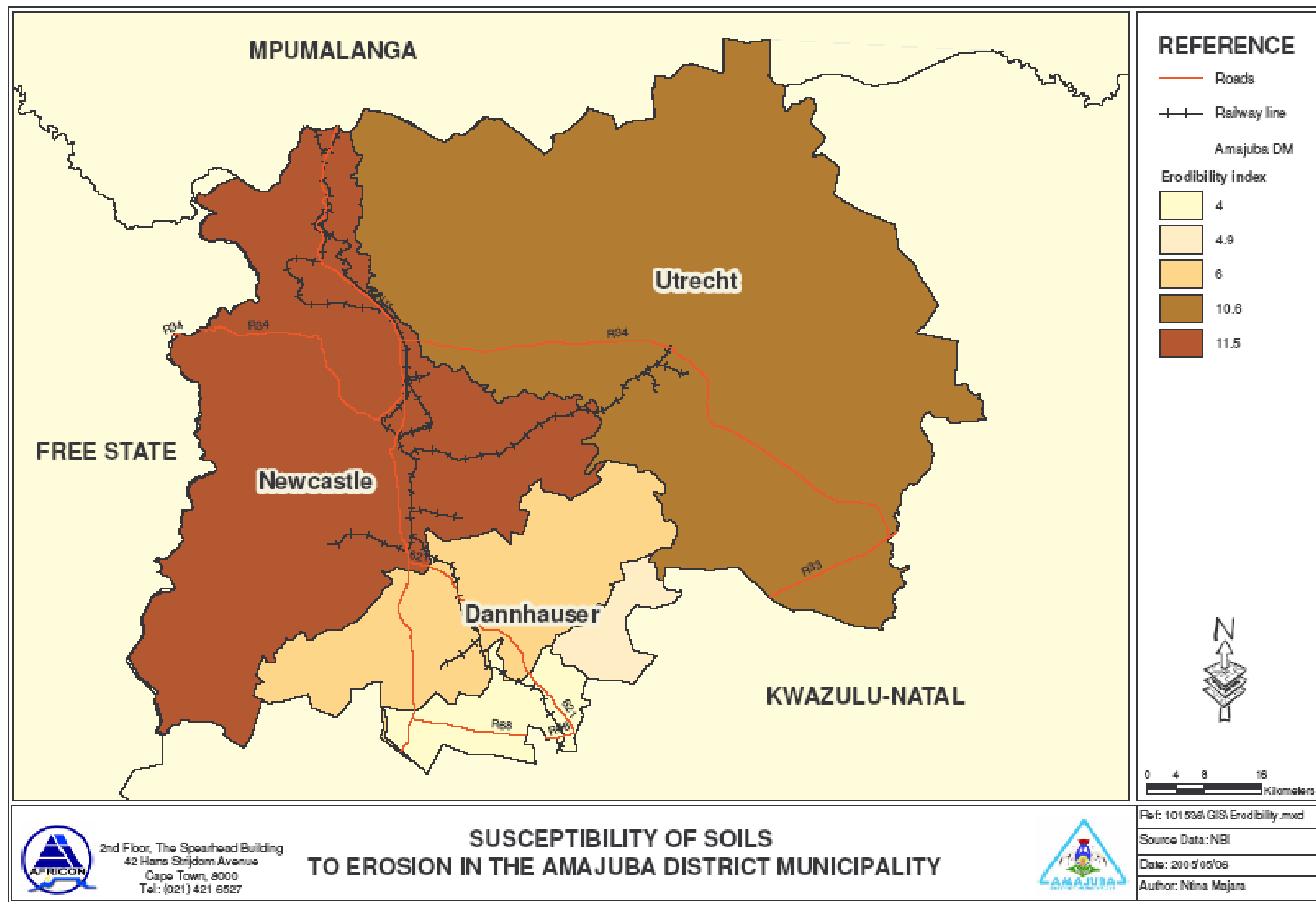


Figure 22: Erodibility of the soil

6.2 Environmental Vulnerability Analysis

The environment is especially vulnerable in terms of the quality and quantity of the water resource where people are directly dependant on it for potable water supply. Wetlands, lakes, rivers, protected areas and game ranches are vulnerable to any form of pollution. The ecological health of these systems are of extreme importance to ensure sustainable development, a healthy biosphere and therefore encouraging eco-tourism.. The four wetlands identified as particularly sensitive as the Blood River Vlei, Boschoffsvlei, Groenvlei and Paddavlei. According to the IDP, many of the land reform projects n the district are in proximity to wetland and riverine areas, which may result in negative impacts on the wetland. Doornkop, Amatungwa, Nkosi Shabalala and Zenzelani Community land reform projects will require careful management and monitoring. The wetland in the Zaaihoek Dam vicinity links to the Wakkerstroom Wetland, the habitat of important bird species. The Slangriver catchment is regarded as pristine, but is increasingly under threat of forestry permit applications. The district is dominated by grassland which has been identified as of ‘intermediate’ value in a provincial Strategic Environmental Analysis conducted by KZN wildlife. The Grassland Biosphere initiative in the district was launched to protect this resource. Other areas identified as ‘intermediate’ by the SEA are natural forest, including:

- ☞ Amajuba Forest south of Charlestown,
- ☞ Ncandu Forest on the western border of the district,
- ☞ Areas to the south of Donkerhoek on the western order of the district,
- ☞ Areas north of Utrecht

Although many environmentally sensitive areas exist in the district, only a few are formal conservation areas:

- ☞ Ntshingwayo Resort Game Park
- ☞ Ncandu Nature Reserve / Incandu Forest Reserve
- ☞ National Monuments

Several registered conservancies exist, some developed for joint conservation and tourism purposes, as listed in Table 5.

Conservancy	Purpose
Doornberg	Catchment, game, security
Balele	Game conservation
Sunset Rest	Crop theft, security, game
Helpmekaar	Game conservation, security, accommodation, game farming
Dundee Research	Game conservation, security
Gregory's Neck	Game farming, security, accommodation
Buffelshoek	Game farming, security
Ilanga	Game farming, security, accommodation
Vants Drift	Catchment conservation, game farming, accommodation, hiking trails, security
Hattingspruit	Game conservation, security
Aalwynkop	Game conservation, security
Boschfontein	Game conservation, crop theft, security
Isibindi	Game farming, security, accommodation

Fugitives Drift	Game farming, security, accommodation
Ndumeni	
Valhalla	Game farming, security, accommodation

Table 5: Registered conservancies in Amajuba (source: Amajuba IDP July 2002)

The areas of greatest environmental concern are mines and quarries. Mining causes pollution and alters the landscape, that may result in more severe floods and land degradation (loss of top soil) specifically during a natural hazard event. “According to the Department of Mineral and Energy Affairs, the re-working of coal dumps appears to be feasible for smaller mining concerns. Mining of these dumps, while limiting development, lessens the burden on the environment with regard to pollution.”¹ Error! Bookmark not defined.

6.3 Economic Vulnerability Analysis

Economic vulnerability is important in two ways:

- ☞ Communities with low incomes are vulnerable in terms of coping with a disaster event and recovering. Relatively speaking, they are often the hardest hit in terms of loss of income, loss of breadwinner , and housing. The annual household income per local municipality are shown in Figure 33..
- ☞ Economic engines, industrial or financial centres and areas that have large work forces per unit area, are also extremely vulnerable as a single event can result in a large absolute loss and disrupt the economy of the area through loss of products, workforce, premises, skill and a disruption of business processes.
- ☞ Economically speaking, subsistence farmers are more susceptible to drought, pests, fire and floods due to their lack of coping mechanisms. A severe event can imply the total loss of income for a community, with resulting secondary implications, such as land degradation, societal factors, food deficiency and disease. Commercial farmers often have mechanisms in place to assist them, such a irrigation, access to insurance and early warning systems to adapt to changing conditions. Although they are not as vulnerable to a specific event as subsistence farmers, the resulting absolute monetary impact and losses for the farmer and the economy will be much higher in case of a destructive severe event . The importance of the sector is not only in terms of its contribution to the economy of the district but it's potential to contribute to rural livelihoods and it's general potential to stimulate local economic development.. The location of farmers are shown in Figure 31 and Figure 32. The impact of HIV/AIDS on the economy will mean a shift from savings to current expenditure, thus limiting investment and growth. It will also influence the workforce as healthy workers will stay at home to care for the sick, and will put increased pressure on the district' skill level, as the most effected are the young, economically active. Increased spending on medicine and funerals will also occur.

6.4 Critical Facilities Vulnerability Analysis

Critical facilities play an important role in case of a disaster event. It is necessary to know the locations of these facilities, as they often play a crucial part during the response phase. It is for example necessary to know where the closest hospitals, clinics, church halls, mortuaries, airfields, helicopter pads etc are to be able to house, bury, evacuate people, or to bring in additional resources. The location of water supplies, pipelines, telephone cables, power stations etc are important resources that's operation and accessibility should be given priority during a disaster event. Loss of electrical power causing lack of heating, lack of refrigeration, limited fuel supplies inhibiting rescue operations, and lack of communications can severely impact on disaster coordination capability. A few critical facilities are shown in Figure 34.

Critical Facilities is especially vulnerable to the impact of HIV/AIDS. According to a survey published in 2004, patient satisfaction with the nursing care they received in the Amajuba district was extremely low, with 87% of patients giving a rating below 10 out of a possible total of 28 (35,7% approval). Coupled with the under-provision of health care services in the district, this indicates that the present facilities and staff are already unable to deal satisfactorily with the normal day-to-day demands. When faced with a disaster or other extreme event carrying health risks, the health services will probably collapse unless aided and supported with heroic intervention measures from outside sources.²² Population growth and structure will change in terms of age, and gender. Demand for services such as schools, housing and health care facilities will change, as well as impacting on the capacity of institutions

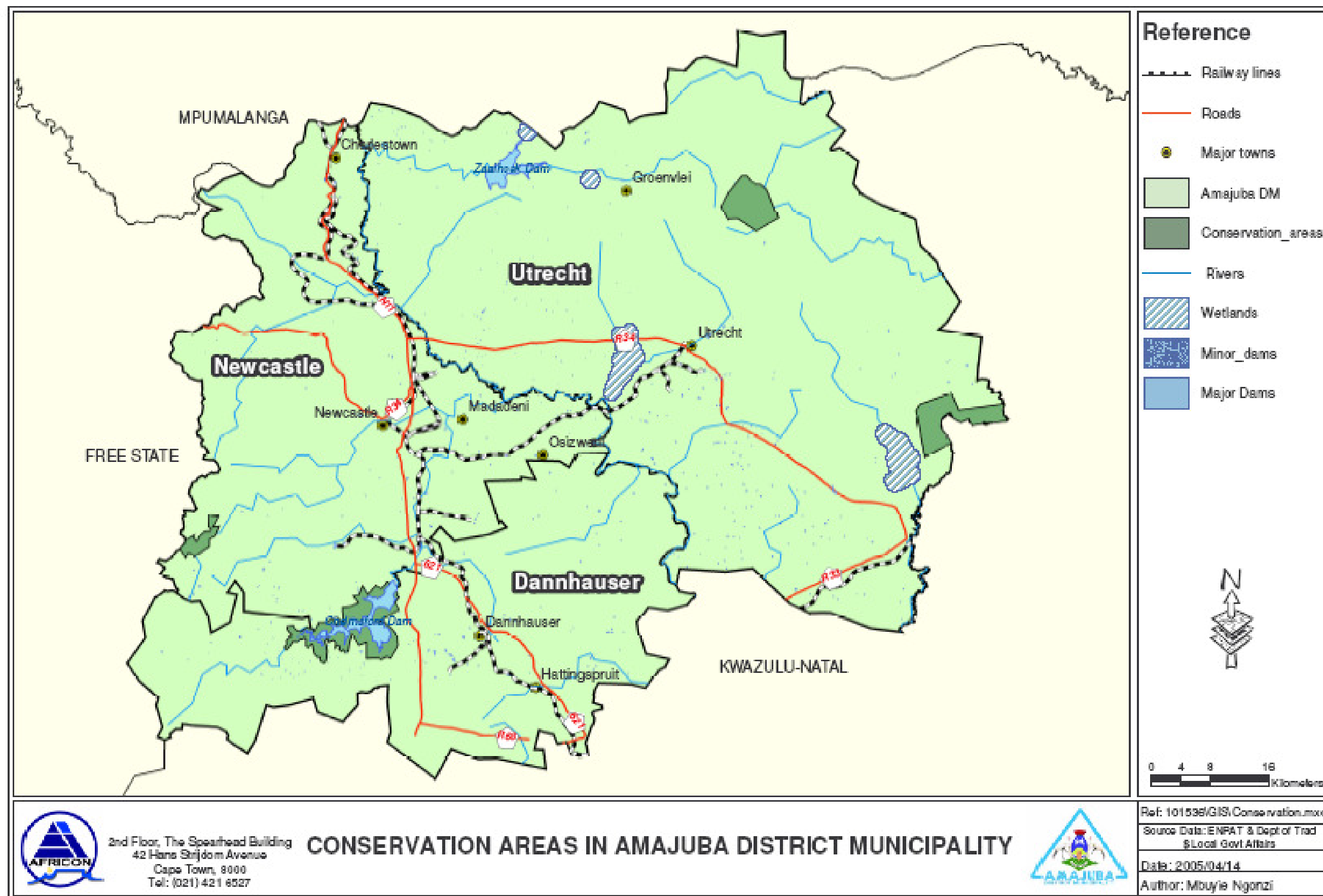


Figure 23 Conservation areas

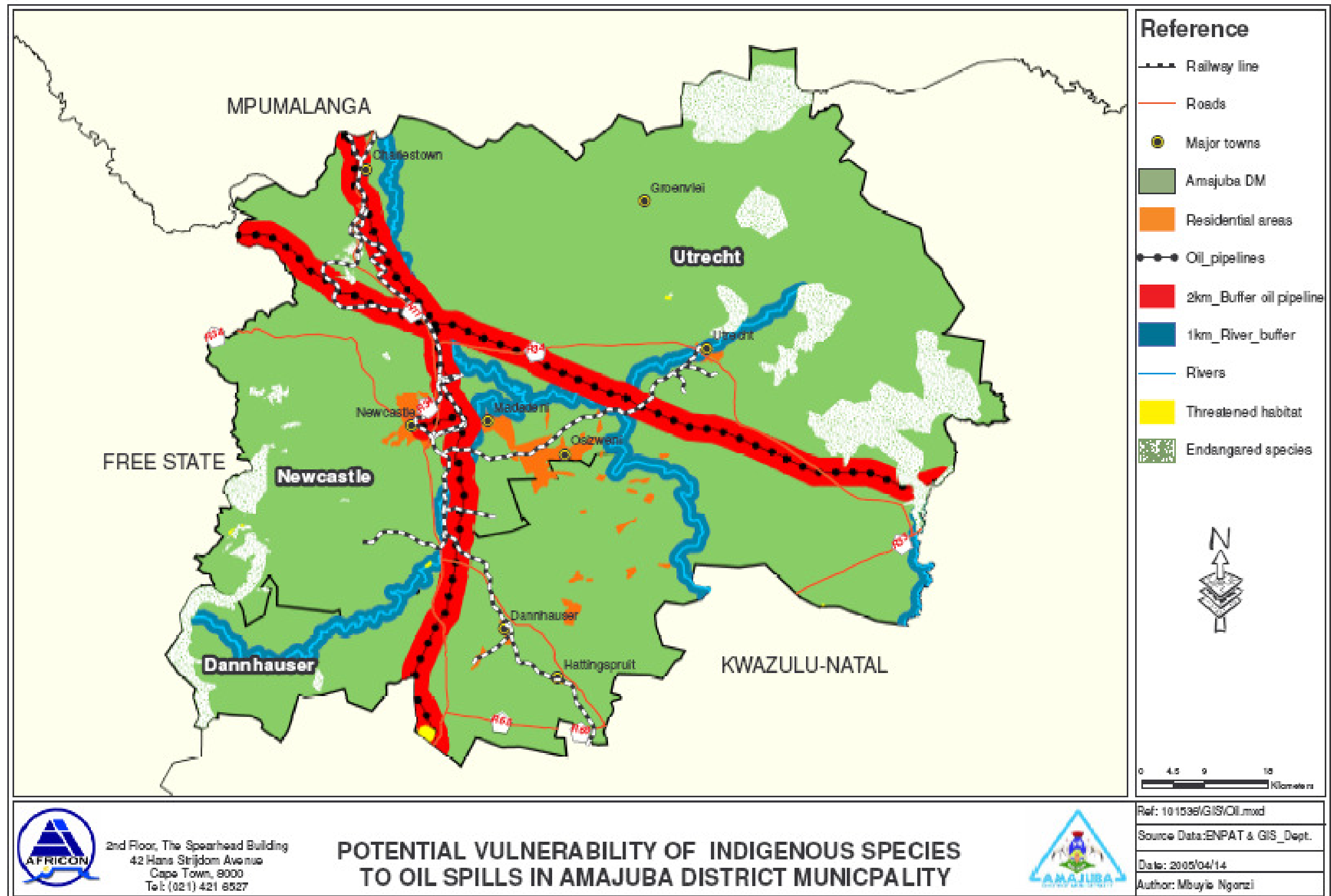


Figure 24: Environmental vulnerability to oil spills

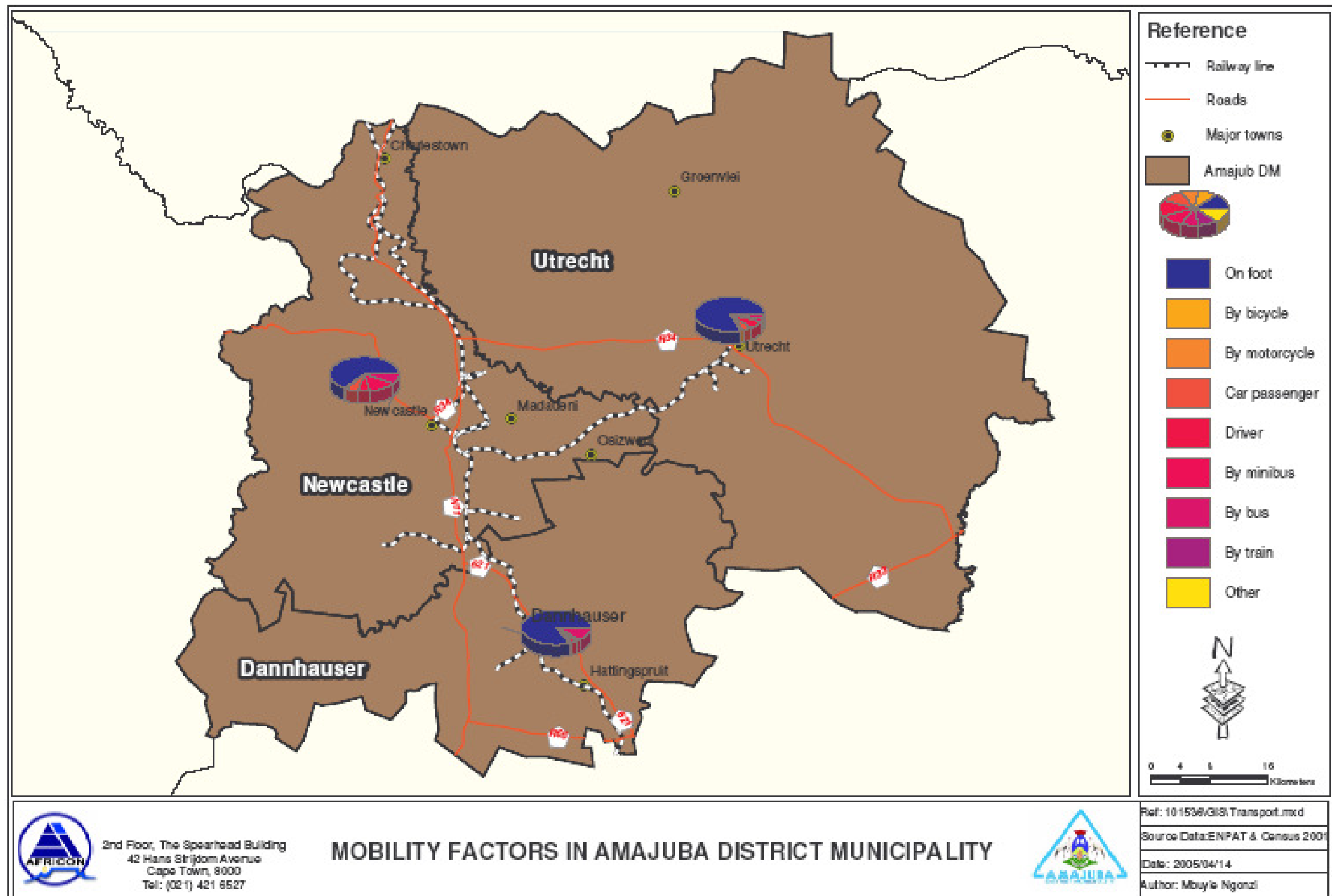


Figure 25: Mobility as an indicator of societal vulnerability

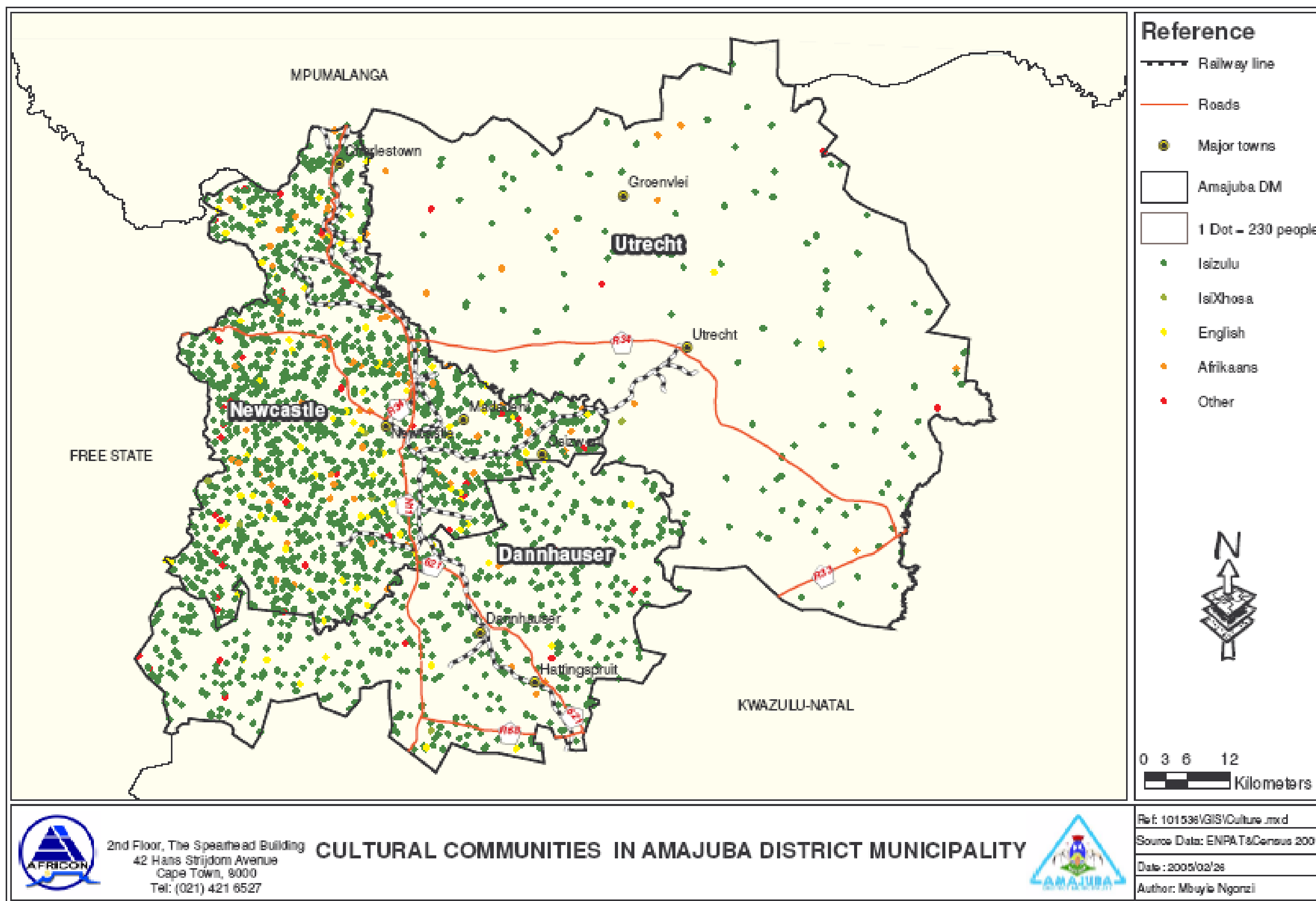


Figure 26: Cultural communities as indicator of societal vulnerability

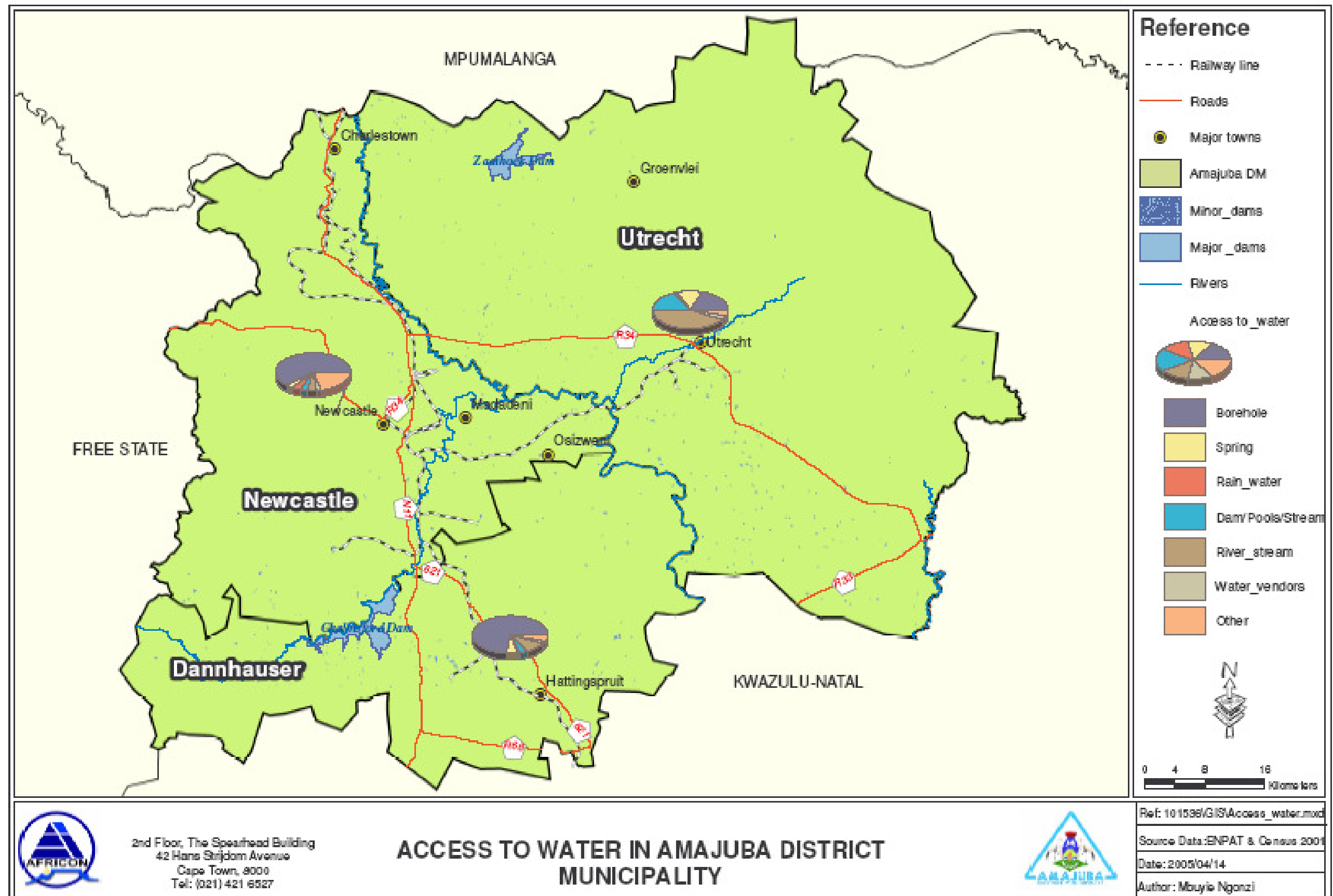


Figure 27: Access to water resources as indication of societal vulnerability

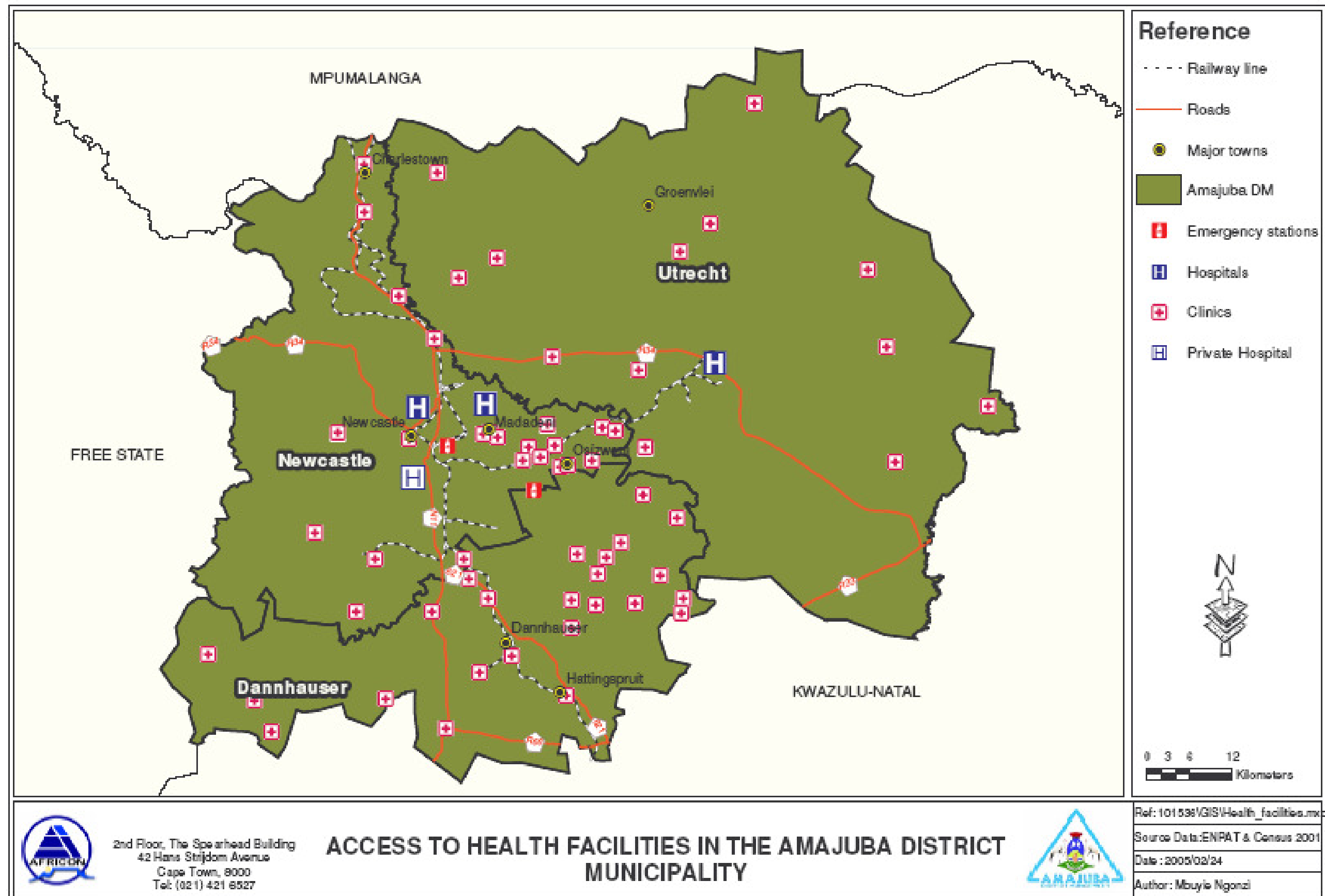


Figure 28: Access to health facilities as indication of societal vulnerability

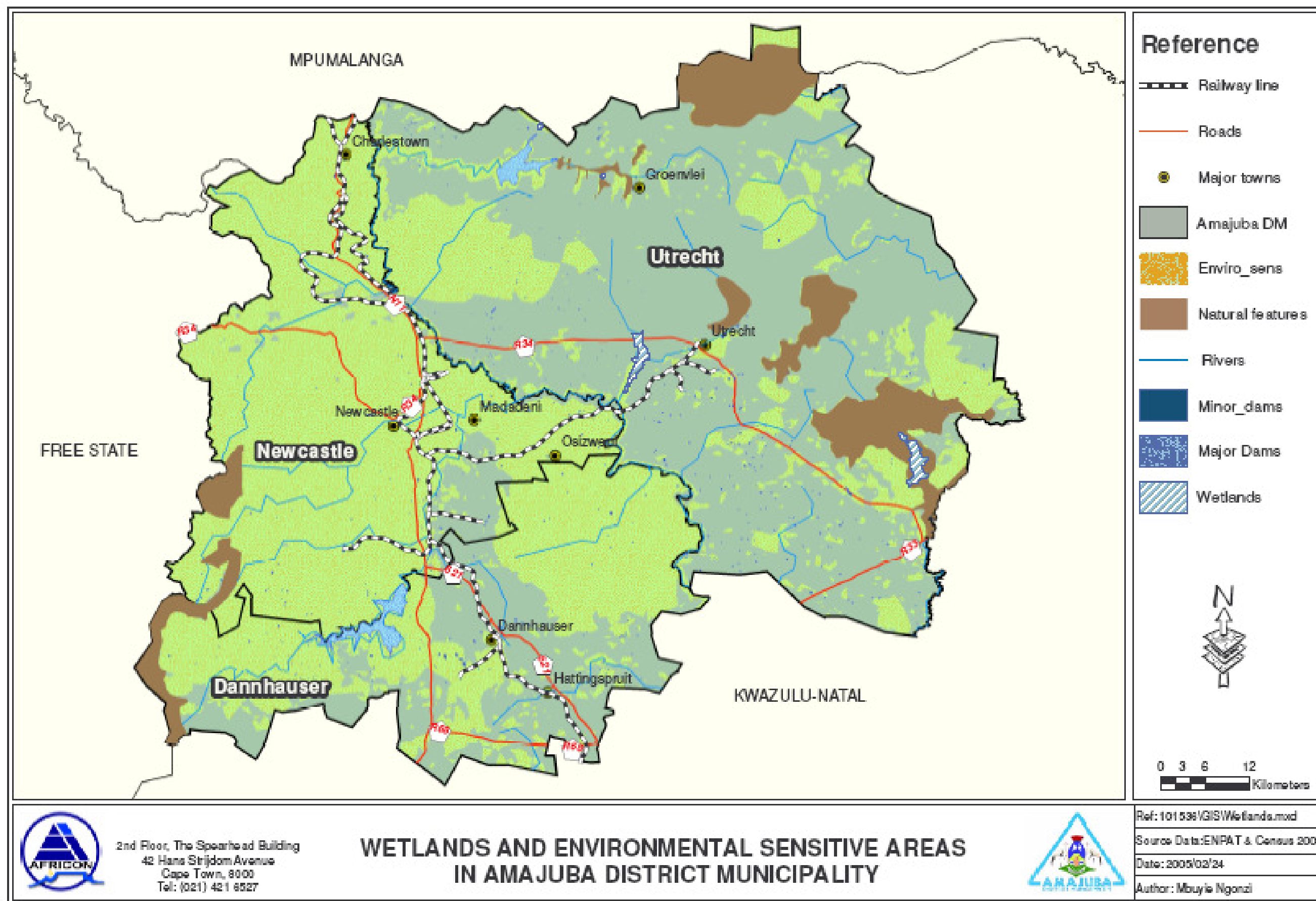


Figure 29: Environmental sensitive areas

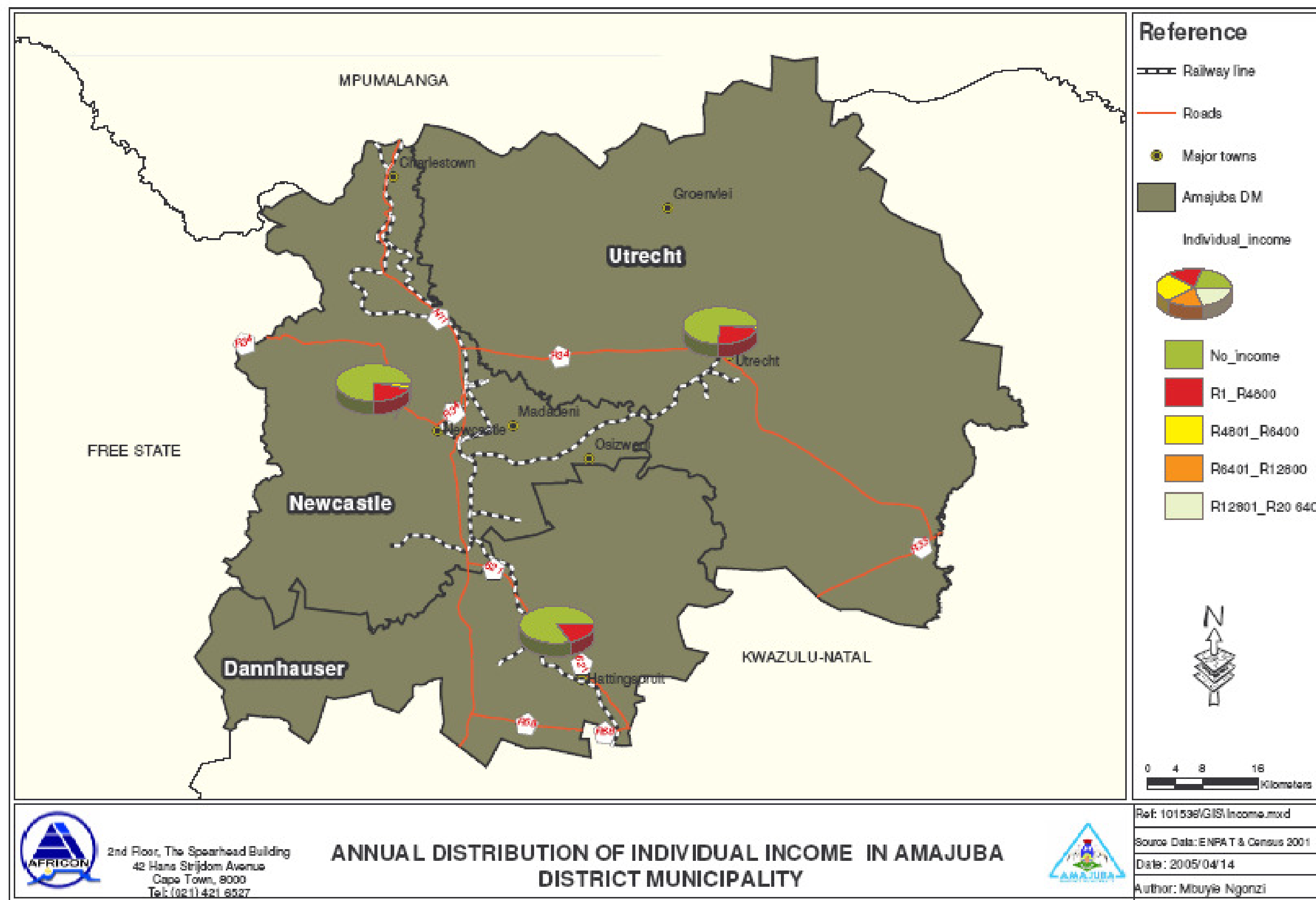


Figure 30: Distribution of income

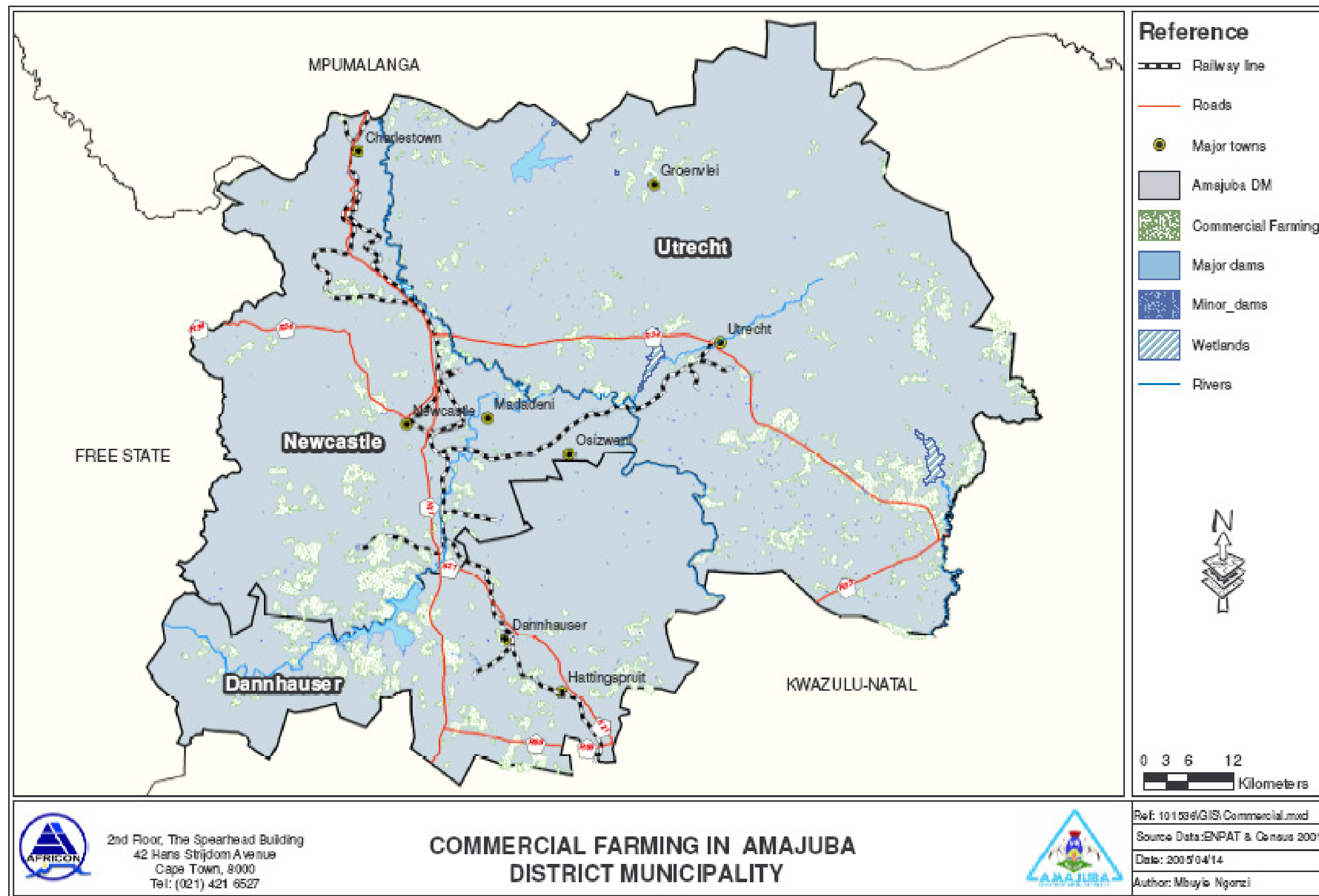


Figure 32: Commercial farming

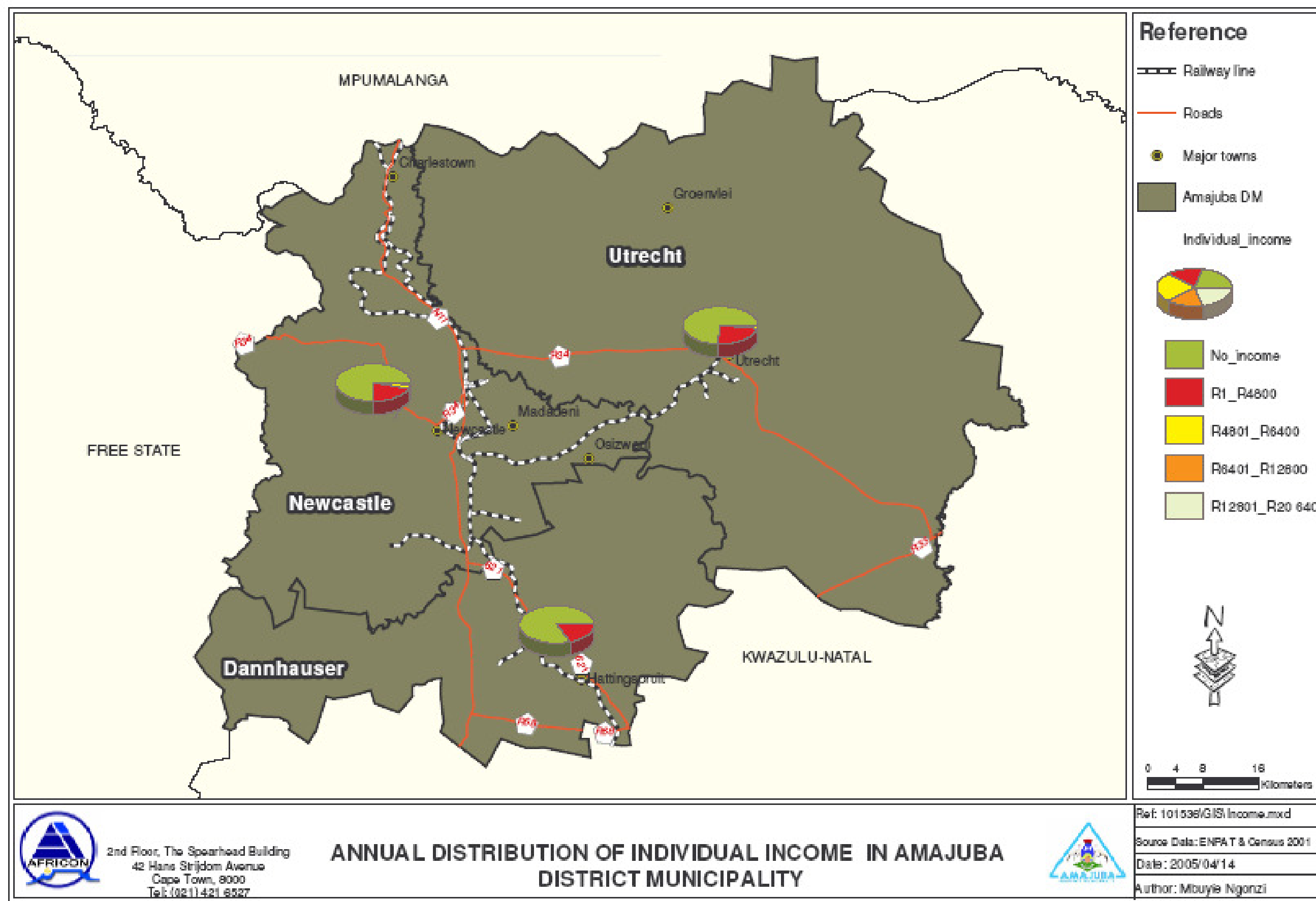


Figure 33: Annual income an indicator of economic vulnerability

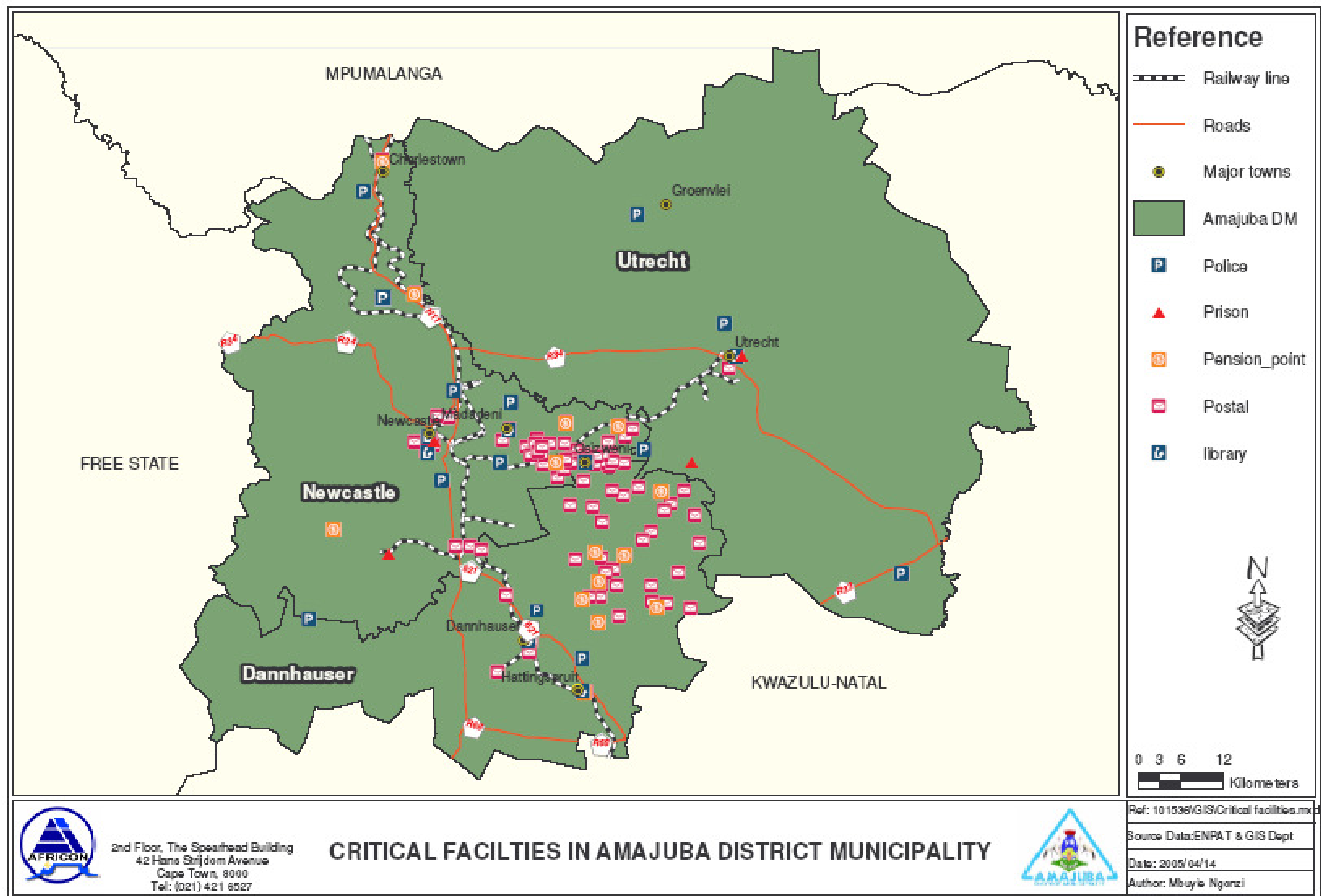


Figure 34: Some Critical Facilities in Amajuba

7 Relative Risk prioritisation

7.1 Methodology

The disaster risk profiling assessment normally produces so many hazards that must be addressed that the sheer volume of work tends to be overwhelming. Consequently, a **Relative Risk Prioritisation Assessment** is conducted to assist the Local Municipalities in their risk management planning. A **Relative Risk Prioritisation Assessment** will normally involve the following action steps:

- ☞ **Quantify Risks of Communities:** The first step would be to quantify the risks to which communities in the region are exposed.
- ☞ **Conduct Risk Manageability Analysis:** Thereafter, an assessment of the degree to which a community can intervene and manage the negative consequences of a hazard event must be conducted.
- ☞ **Determine Risk Priorities:** Lastly, the relative risk priorities must be calculated, using a relative risk prioritisation model.

The Relative Risk Prioritisation (refer to

Criteria		Model	Total Risk	Disaster Management Interventions Required
Exposure	Continuous		Destructive	Urgent Mitigation Interventions
	Occasional			
	Seldom			
Probability	Likely		Tolerable	Mitigation Interventions
	Normal			
	Unlikely			
Severity	Extreme		Safe	Preparedness Planning
	Moderate			
	Insignificant			

Table 6 for a graphical depiction of the mathematical prioritisation model) typically assess the following:

- ☞ **Exposure:** The exposure of a community to a particular risk, or hazard, is assessed and classified in three categories, namely:
 - ♦ **Continuous** ~ should a community be continuously exposed to a hazard, such as, a toxic waste site, they might be extremely vulnerable to the hazard.
 - ♦ **Occasional** ~ should a community occasionally be exposed to a hazard, they might not be vulnerable to that hazard.
 - ♦ **Seldom** ~ Communities that are never exposed to a hazard will not be vulnerable to that hazard.

Criteria		Model	Total Risk	Disaster Management Interventions Required
Exposure	Continuous		Destructive	Urgent Mitigation Interventions
	Occasional			
	Seldom			
Probability	Likely		Tolerable	Mitigation Interventions
	Normal			
	Unlikely			
Severity	Extreme		Safe	Preparedness Planning
	Moderate			
	Insignificant			

Table 6: Relative Risk Prioritisation Model

- ☞ **Probability:** The probability of a hazard occurring will be assessed and classified in three categories, namely:
 - ♦ **Likely** ~ hazards in this category will have a very high probability of occurring
 - ♦ **Normal** ~ hazards in this category will have a normal probability of occurring
 - ♦ **Unlikely** ~ hazards in this category will have an unlikely probability of occurring
- ☞ **Severity:** The severity of the hazard, should it occur, will be assessed and the hazards will be classified into the following three categories:
 - ♦ **Extreme** ~ hazards in this category will hold extreme consequences to a community. (rating = 3)
 - ♦ **Moderate** ~ hazards in this category will hold moderate consequences to a community. (rating = 2)
 - ♦ **Insignificant** ~ hazards in this category will hold Insignificant consequences to a community. (rating = 1)
 - ♦ This information immediately show which hazards must be addressed as a matter of extreme urgency and it is strongly recommended that the Municipality initially address these hazards in their disaster management planning cycle. A practical example of the output generated by the hazard prioritisation model is given in

, from which the following is evident:

- ☞ **Food Insecurity:** The region in the example is currently in a drought, the unemployment in the region is very high, but the population of the region is relatively small. Consequently:
 - ♦ **Exposure:** The exposure of the community to food insecurity is "**Continuous**", as most of the residents are subsistence farmers and the worsening drought means that their crops are failing. Every meal is therefore a challenge to the residents and the community is extremely vulnerable to the hazard.
 - ♦ **Probability:** The probability of the hazard occurring is "**Likely**", as the area is currently experiencing a drought and the seasonal forecasts indicate that the drought will worsen.
 - ♦ **Severity:** The severity of the hazard is "**Moderate**", because the number of people residing in the area is small.
 - ♦ The resulting Hazard Prioritisation is therefore

Risk	Exposure	Probability	Severity	Total Risk	Disaster Management Planning Required
Food Security	Continuous (3/3)	Likely (3/3)	Moderate (2/3)	Destructive (18/27)	Urgent Mitigation Planning
Veld Fires	Occasional (2/3)	Normal (2/3)	Extreme (3/3)	Tolerable (12/27)	Mitigation & Preparedness Planning
Flooding	Seldom (1/3)	Unlikely (1/3)	Moderate (2/3)	Safe (2/27)	Preparedness Planning
Landslides	Seldom (1/3)	Unlikely (1/3)	Moderate (2/3)	Safe (2/27)	Preparedness Planning

Table 7: A typical example of the output from the hazard prioritisation model

- ☞ **Veld Fires:** Veld fires has also been identified as a hazard:
 - ◆ Exposure: Veld fires occur occasionally, hence the exposure to the hazard was assessed as “Occasional”.
 - ◆ Probability: The probability of the hazard occurring was assessed as “Normal”.
 - ◆ Severity: The severity of the hazard occurring was assessed as “Extreme”, because of the large plantations in the region.
- ☞ **Flooding:** Flooding was also identified as a hazard:
 - ◆ Exposure: Floods only occur seldom, hence the exposure to the hazard was assessed as “Seldom”.
 - ◆ Probability: The probability of the hazard occurring was assessed as “Unlikely”.
 - ◆ Severity: The severity of the hazard occurring was assessed as “Moderate”, because of the number of people residing adjacent to rivers in the region.

7.2 Risk Quantification

This analysis focuses on quantifying the risks to which communities in the region are exposed. The Risk Quantification has been conducted at a Local Municipality level.

7.3 Risk Manageability

This analysis focuses on determining the degree to which a community can intervene and manage the negative consequences of a hazard event. Questionnaires were sent out to all municipalities to determine their ability to manage risk. The degree to which a community can intervene and manage the negative consequences of a hazard event will depend on the following:

- ☞ **Awareness:** The over-all awareness of people living in a potential impact area of a hazard to that hazard is one of the factors that determine the risk manageability of a community. Rate the awareness of people in the primary impact area of a hazard to that particular hazard on a three-point scale (good = 3; modest =2; poor = 1).
- ☞ **Legislative Framework:** The legislative framework that governs a particular hazard

event is one of the factors that determine the risk manageability of a community. Rate the legislative framework of a hazard occurrence on a three-point scale.

- ☞ **Early Warning Systems:** Rate the early warning system for a hazard event on a three-point scale.
- ☞ **Government Response:** Rate the response of your municipality and the provincial government to a hazard event on a three-point scale.
- ☞ **Government Resources:** Rate the resources available to your municipality and the provincial government for a hazard event on a three point scale.
- ☞ **Existing Risk Reduction Measures:** Rate the existing risk reduction measures of the municipality and the provincial government to a hazard event on a three-point scale.
- ☞ **Public Participation Measures:** Rate the existing public participation measures of the municipality and the provincial government to a hazard event on a three-point scale.
- ☞ **Municipal Management Capabilities:** Rate the over-all management capability of the municipality for a hazard event on a three-point scale.

A simple mathematical model (formula given below) can be utilised to quantify the degree to which a community can intervene and manage the negative consequences of a hazard event:

- ☞ **Risk Manageability Score ≥ 18 :** Should the risk manageability score of a particular hazard event impacting on a community be higher than 18, that community has a very **high** level of manageability and it is unlikely that the hazard event will impact negatively on the community.
- ☞ **8 < Risk Manageability Score < 18:** If the risk manageability score of a particular hazard event impacting on a community is between 8 and 18, that community has a **modest** level of manageability and it is likely that the hazard event will impact negatively on the community.
- ☞ **Risk Manageability Score ≤ 8 :** Risk manageability scores of a particular hazard event impacting on a community lower than 8 account for a community with a **poor** level of manageability and it is highly likely that the hazard event will impact negatively on the community.

7.4 Relative Risk Priorities

This analysis focuses on calculating the relative risk priorities of a hazard event, using a simplified risk prioritisation model. A simple mathematical model (formula given below) was utilised to calculate the relative priorities of the risk to which communities in your region are exposed:

- ☞ **Relative Risk Priority ≥ 2 :** Should the relative risk priority of a particular hazard event impacting on a community be higher than 2, that community faces a potentially **destructive** risk with a high probability of occurrence, for which they are **unprepared**. This combination is a disaster in the making and indicates that you must prepare **Urgent Risk Reduction Interventions** for these hazard events!
- ☞ **1 < Relative Risk Priority < 2:** If the relative risk priority of a particular hazard event impacting on a community is between 1 and 2, the risks to which these communities are exposed are **tolerable** and the community is modestly prepared for the hazard event. You must prepare a combination of **Risk Reduction Interventions** and **Preparedness Planning** for these hazard events.
- ☞ **Relative Risk Priority ≤ 1 :** Relative risk priorities of a particular hazard event impacting on a community lower than 1 translate in very little risk for a largely prepared community. You must prepare **Preparedness Plans** for these hazard events.

$$\text{Relative Risk Priority Score} = \frac{\text{Total Risk Score}}{\text{Total Risk Manageability Score}}$$

7.5 Results for aMajuba per local Municipality

7.5.1 Dannhauser

Risk Prioritisation Table for Dannhauser Local Municipality

Hazard	Exposure	Severity	Probability	Actions Needed
Fires	Continuous	Extreme	Likely	Urgent Risk Reduction Interventi
Storm Surges	Occasional	Extreme	Likely	Risk Reduction Interventions and
Snow	Seldom	Extreme	Unlikely	Preparedness Planning

Risk Manageability Detail Table of Dannhauser Local Municipality

Hazard	Awareness	Legislative Framework	Early Warning Systems	Government Response	Municipal Government Resources	Existing Risk Reduction Measures	Public Participation	Municipal Management Capabilities
Fires	Good	Poor	Poor	Poor	Poor	Poor	Poor	Good
Storm Surges	Good	Poor	Poor	Poor	Poor	Poor	Poor	Good
Snow	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Good

Relative Risk Priorities Table for Dannhauser Local Municipality

Hazard	Total Risk	Total Risk Manageability	Relative Risk Priority	Actions Needed
Fires	Destructive	Modest	Destructive	Urgent Risk Reduction Interventi
Storm Surges	Destructive	Modest	Tolerable	Risk Reduction Interventions and
Snow	Safe	Modest	Safe	Preparedness Planning

7.5.2 Newcastle

Risk Prioritisation Table for Newcastle Local Municipality

Hazard	Exposure	Severity	Probability	Actions Needed
Drought	Occasional	Moderate	Normal	Preparedness Planning
Fires	Continuous	Moderate	Likely	Risk Reduction Interventions and
Floods	Occasional	Moderate	Normal	Preparedness Planning
Hail Storm	Occasional	Insignificant	Normal	Preparedness Planning
Snow	Occasional	Insignificant	Unlikely	Preparedness Planning
Anthrax	Seldom	Insignificant	Unlikely	Preparedness Planning
Cholera	Continuous	Extreme	Likely	Risk Reduction Interventions and
Food Poisoning	Continuous	Moderate	Normal	Preparedness Planning
Rabies	Continuous	Moderate	Normal	Preparedness Planning
Aircraft Accidents	Seldom	Extreme	Unlikely	Preparedness Planning
Air Pollution	Continuous	Moderate	Likely	Preparedness Planning
Water Pollution	Continuous	Extreme	Likely	Risk Reduction Interventions and

Risk Manageability Detail Table of Newcastle Local Municipality

Hazard	Awareness	Legislative Framework	Early Warning Systems	Government Response	Municipal Government Resources	Existing Risk Reduction Measures	Public Participation	Municipal Management Capabilities
Drought	Modest	Good	Poor	Good	Good	Good	Modest	Good
Fires	Poor	Good	Poor	Modest	Poor	Modest	Modest	Modest
Floods	Good	Good	Good	Good	Good	Modest	Modest	Good
Hail Storm	Modest	Poor	Poor	Good	Good	Poor	Poor	Good
Snow	Good	Good	Poor	Good	Poor	Poor	Modest	Modest
Anthrax	Good	Modest	Modest	Good	Good	Modest	Modest	Modest
Cholera	Good	Modest	Good	Good	Modest	Modest	Modest	Modest
Food Poisoning	Modest	Good	Good	Modest	Poor	Modest	Poor	Modest
Rabies	Good	Good	Good	Modest	Modest	Good	Modest	Modest
Aircraft Accidents	Modest	Poor	Modest	Good	Modest	Modest	Poor	Modest
Air Pollution	Good	Good	Good	Good	Good	Modest	Modest	Modest
Water Pollution	Good	Modest	Modest	Good	Modest	Modest	Poor	Modest

Relative Risk Priorities Table for Newcastle Local Municipality

Hazard	Total Risk	Total Risk Manageability	Relative Risk Priority	Actions Needed
Drought	Tolerable	High	Safe	Preparedness Planning
Fires	Destructive	Modest	Tolerable	Risk Reduction Interventions
Floods	Tolerable	High	Safe	Preparedness Planning
Hail Storm	Safe	Modest	Safe	Preparedness Planning
Snow	Safe	Modest	Safe	Preparedness Planning
Anthrax	Safe	High	Safe	Preparedness Planning
Cholera	Destructive	High	Tolerable	Risk Reduction Interventions
Food Poisoning	Tolerable	Modest	Safe	Preparedness Planning
Rabies	Tolerable	High	Safe	Preparedness Planning
Aircraft Accidents	Safe	Modest	Safe	Preparedness Planning
Air Pollution	Destructive	High	Safe	Preparedness Planning
Water Pollution	Destructive	Modest	Tolerable	Risk Reduction Interventions

7.5.3 Utrecht

Risk Prioritisation Table for Utrecht Local Municipality

Hazard	Exposure	Severity	Probability	Actions Needed
Dam Failures	Seldom	Insignificant	Unlikely	Preparedness Planning
Hazardous Installations	Seldom	Insignificant	Unlikely	Preparedness Planning
Hazmat by Roads	Seldom	Insignificant	Unlikely	Preparedness Planning
Hazmat by Rail	Seldom	Insignificant	Unlikely	Preparedness Planning
Air Pollution	Seldom	Insignificant	Unlikely	Preparedness Planning
Land Degradation	Seldom	Insignificant	Unlikely	Preparedness Planning
Drought	Occasional	Moderate	Normal	Preparedness Planning
Fires	Continuous	Extreme	Likely	Urgent Risk Reduction Interventions
Floods	Seldom	Insignificant	Unlikely	Preparedness Planning
Hail Storm	Occasional	Moderate	Normal	Preparedness Planning
Severe Storms	Occasional	Extreme	Normal	Preparedness Planning
Strom Surges	Occasional	Extreme	Normal	Preparedness Planning
Landslides	Seldom	Insignificant	Unlikely	Preparedness Planning
Mudflows	Seldom	Insignificant	Unlikely	Preparedness Planning
Cholera	Seldom	Insignificant	Normal	Preparedness Planning
Food Poisoning	Occasional	Insignificant	Unlikely	Preparedness Planning
Measles	Continuous	Moderate	Normal	Preparedness Planning
Polio	Seldom	Insignificant	Unlikely	Preparedness Planning
Shigella Dysentery	Seldom	Insignificant	Unlikely	Preparedness Planning
Tuberculosis	Continuous	Extreme	Likely	Risk Reduction Interventions and Preparedness Planning

Risk Manageability Detail Table of Utrecht Local Municipality

Hazard	Awareness	Legislative Framework	Early Warning Systems	Government Response	Municipal Government Resources	Existing Risk Reduction Measures	Public Participation	Municipal Management Capabilities
Dam Failures	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Hazardous Installations	Poor	Poor	Poor	Modest	Modest	Poor	Poor	Poor
Hazmat by Roads	Modest	Modest	Poor	Modest	Modest	Poor	Poor	Poor
Hazmat by Rail	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Air Pollution	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Land Degradation	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Drought	Modest	Modest	Modest	Modest	Modest	Modest	Modest	Modest
Fires	Modest	Modest	Modest	Modest	Modest	Poor	Poor	Poor
Floods	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Hail Storm	Modest	Modest	Modest	Modest	Modest	Poor	Poor	Poor
Severe Storms	Modest	Modest	Modest	Modest	Modest	Poor	Poor	Poor
Strom Surges	Modest	Modest	Modest	Modest	Modest	Poor	Poor	Poor
Landslides	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Mudflows	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Cholera	Good	Good	Good	Good	Good	Good	Good	Modest
Food Poisoning	Good	Good	Good	Good	Good	Good	Good	Good
Measles	Good	Good	Good	Good	Good	Good	Good	Good
Polio	Good	Good	Good	Good	Good	Good	Good	Good
Shigella Dysentery	Good	Good	Good	Good	Good	Good	Good	Good
Tuberculosis	Good	Good	Good	Good	Good	Good	Good	Good

Relative Risk Priorities Table for Utrecht Local Municipality

Hazard	Total Risk	Total Risk Manageability	Relative Risk Priority	Actions Needed
Dam Failures	Safe	Poor	Safe	Preparedness Planning
Hazardous Installations	Safe	Modest	Safe	Preparedness Planning
Hazmat by Roads	Safe	Modest	Safe	Preparedness Planning
Hazmat by Rail	Safe	Poor	Safe	Preparedness Planning
Air Pollution	Safe	Poor	Safe	Preparedness Planning
Land Degradation	Safe	Poor	Safe	Preparedness Planning
Drought	Tolerable	Modest	Safe	Preparedness Planning
Fires	Destructive	Modest	Destructive	Urgent Risk Reduction Interventions
Floods	Safe	Poor	Safe	Preparedness Planning
Hail Storm	Tolerable	Modest	Safe	Preparedness Planning
Severe Storms	Tolerable	Modest	Safe	Preparedness Planning
Storm Surges	Tolerable	Modest	Safe	Preparedness Planning
Landslides	Safe	Poor	Safe	Preparedness Planning
Mudflows	Safe	Poor	Safe	Preparedness Planning
Cholera	Safe	High	Safe	Preparedness Planning
Food Poisoning	Safe	High	Safe	Preparedness Planning
Measles	Tolerable	High	Safe	Preparedness Planning
Polio	Safe	High	Safe	Preparedness Planning
Shigella Dysentery	Safe	High	Safe	Preparedness Planning
Tuberculosis	Destructive	High	Tolerable	Risk Reduction Interventions and Preparedness Planning

8 Conclusion and Recommendations

It is recommended that the necessary steps be taken to initiate the disaster management planning process – both risk reduction and preparedness. It is also recommended that this report be reviewed on an annual basis as risks change over time.

Please note that the effects of climate change were not considered, but it poses a serious threat to future Disaster Risk Planning as it is predicted to result in more extreme events.

ANNEXURE A
GEORISK ASSESMENT



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AMAJUBA DISTRICT MUNICIPALITY

**Preliminary Georisk Assessment for the
Amajuba Region**

February 2005

TABLE OF CONTENTS

Chapter	Description	Page
EXECUTIVE SUMMARY		45
ACRONYMS		46
1.	INTRODUCTION	46
2.	MAIN GEORISK TYPES	47
3.	EARTHQUAKE HAZARD ASSESSMENT	47
3.1	REGIONAL PATTERNS OF SEISMIC ACTIVITY	47
3.2	PROBABILISTIC SEISMIC HAZARD ASSESSMENT	48
4.	SLOPE INSTABILITY HAZARD ASSESSMENT	50
5.	CONCLUSIONS AND RECOMMENDATIONS	51
5.1	CONCLUSIONS	51
5.2	RECOMMENDATIONS	51
6.	REFERENCES	52
7.	APPENDIX A	52
	<i>Modified Mercalli Intensity Scale</i>	<i>52</i>

EXECUTIVE SUMMARY

The Amajuba district municipality is close to the intersection of two seismically active belts related to the ongoing separation of the Nubia and Somalia plates, which occurs at a slow rate of 1.5-2.5 mm/yr in this region. Current probabilistic seismic hazard assessment predicts that, in any 50-year time interval, there is a 10% probability that peak ground acceleration (PGA) will exceed 0.12g-0.16g, corresponding to shaking with intensity of 7 (VII) on the Modified Mercalli (MM) scale. However, seismic hazard in the Amajuba area is probably underestimated. Future large earthquakes of low annual probability (1:1000 or greater, associated with at least ~0.3g acceleration, equivalent to shaking of MM intensity ~9 (IX)) are a significant hazard, particularly for “lifeline” infrastructure (dams, pipelines, railways, major trunk roads and bridges). Although a “maximum earthquake magnitude” around $M_s 6.6$ is implied by a calculated upper bounding PGA limit of 0.6g (or MM intensity 10 (X)), a revised method that incorporates the GPS-measured rates of displacement across the seismic belts is necessary in case this parameter has been underestimated.

Information on historic slope instability events is non-existent in the Amajuba area, but palaeopedological studies indicate that in areas underlain by the distinctive colluvial sediments of the Masotcheni Formation, there has been episodic recurrence of relatively sudden-onset intervals of net landscape instability, the causal relations of which are still not understood. Deep incision of the major rivers and local steep slopes between the flood plains and the surrounding plateau areas, increase the potential for slope instability – which could be either earthquake-, rainstorm- or flood-triggered - in the many parts of Amajuba.

Recommendations for earthquake disaster risk reduction in the Amajuba area include:

- Revision of the earthquake catalogue for the region
- Critical re-assessment of probabilistic seismic hazard, with particular regard to the estimation of maximum magnitude and the recurrence of rare extreme events
- Compilation and analysis of geospatial databases (geological, pedological, topographic) relevant to localized amplification of seismic waves
- Field-based investigations aimed at the recognition and mapping of seismogenic source zones
- Improvement of local seismological monitoring for microearthquakes

ACRONYMS

AN	Antarctica
AR	Arabia
ARS	Acceleration-Response Spectra
DBM	Digital Bathymetry Model
DEM	Digital Elevation Model
DMC	Disaster Management Centre
EARS	East African Rift System
GPS	Global Positioning System
GSHAP	Global Seismic Hazard Assessment Program
HRAO	Hartebeeshoek
IRIS	Incorporated Research Institutes for Seismology
ISC	International Seismological Centre
IUGG	International Union of Geodesy and Geophysics
KZN	Kwazulu-Natal
MM	Modified Mercalli
NU	Nubia
PGA	Peak Ground Acceleration
PSHA	Probabilistic Seismic-Hazard Assessment
QSA	Quanthlamba Seismicity Axis
RBAY	Richard's Bay
RV	Rovuma
SANSN	South African National Seismological Network
SIMO	Simon's Town
SMCP	Seismic Moment Conservation Principle
SNuRF	Stable Nubia Reference Frame
SO	Somalia
SRTM	Shuttle Radar Topography Mission
SUTH	Sutherland
U	uThungulu Region
WWSSN	World Wide Standardized Seismographic Network

PRELIMINARY GEORISK ASSESSMENT FOR THE AMAJUBA REGION

C.J.H. Hartnady
Umvoto Africa (Pty) Ltd

9 INTRODUCTION

The Amajuba district municipality in the province of Kwazulu-Natal (**Figure 1**) includes the towns of Newcastle, Utrecht and Dannhauser (**Figure 2**).

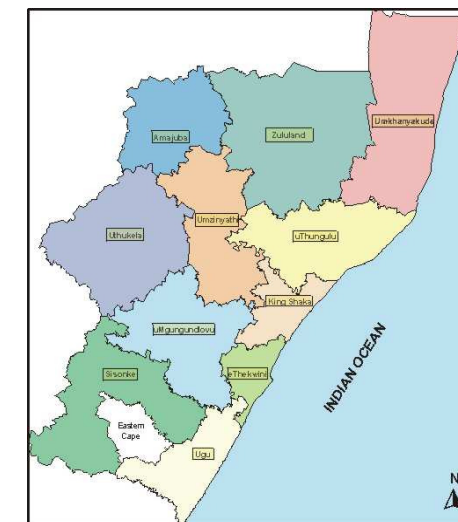


Figure 1. District municipalities of Kwazulu-Natal, showing location of Amajuba (sky-blue area; after Grow and Richards, 2003)

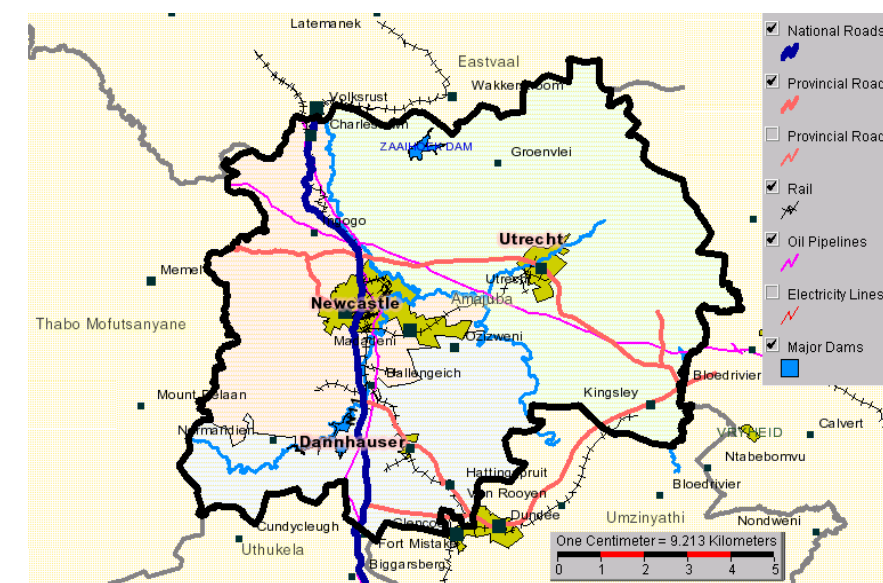


Figure 2. Main geographic and infrastructure features of the Amajuba district municipality

The term GeoRisk is recognized scientific shorthand for “geophysical risk”, as defined by the “Commission on Geophysical Risk and Sustainability” (GeoRisk Commission), which was formed in August 2000 by the Executive of the International Union of Geodesy and Geophysics (IUGG). The GeoRisk Commission’s focus is on the geophysical hazards to which cities are subject, the risks that these hazards pose to their inhabitants and their infrastructure. Its purpose is the promotion of scientific studies applied to the reduction of risk from natural hazards in an increasingly urbanised world.

The word “risk” itself incorporates hazards, their intrinsic likelihood or probability of occurrence, and their social and economic impact or consequences on more or less vulnerable communities in the affected areas. The main difference between “geophysical hazard” and “geophysical risk” is that consideration of the risk also involves consideration of the people who are at risk, their housing and property, and degrees of vulnerability.

In the urbanization context, the basic GeoRisk problems include:

- Loss of life and property because of natural hazards;
- Geotechnical issues related to ground (in)stability (foundation engineering, landslides, and subsidence);
- Natural resources needed for city growth and maintenance;
- Health issues related to dust, air, and water.

This initial report focuses only on the first two topics, which are obviously interrelated. Its scope is also limited by consideration of strictly geophysical/geological hazards, and not the wider category of “natural hazard”, which also includes hazards of a “hydrometeorological” nature, such as extreme weather (cyclones), windstorm (tornadoes), flood and drought. In some contexts, hydrometeorological hazards are included among the “geohazards”.

10 MAIN GEORISK TYPES

The two main geohazards (*sensu stricto*) under consideration in the Amajuba region are (1) earthquakes, and (2) catastrophic slope failures or other kinds of ground instability. The latter hazard may frequently be associated with or triggered by the first, although slope failure is more commonly triggered by hydro-meteorological factors, such as rainstorm or flood.

11 EARTHQUAKE HAZARD ASSESSMENT

A major earthquake with its associated aftermath of human casualty and civic destruction is widely regarded as the most terrifying and shocking of all natural phenomena, not least for the often-experienced element of complete surprise by which its victims are taken, and the sense of utter panic that accompanies it. The big earthquake, especially one in a densely populated urban environment is therefore the professional disaster manager’s ultimate nightmare.

11.1 Regional patterns of seismic activity

The nearby uThungulu region is the site of South Africa’s largest historical earthquake, a magnitude 6.5 event (M6.5) on the “Richter” scale, which occurred on the continental margin near Cape St Lucia on 31 December 1932 (Krige and Venter, 1933). Different catalogues put the 1932 epicentre in slightly different locations (**Figures 3 and 4**). However, this earthquake is one of those reviewed and relocated by modern techniques during preparation of the 20th century “Centennial” catalogue of global seismicity (Engdahl and Villaseñor, 2002). Its revised epicentral

coordinates are now 29.084°S 32.957°E (open yellow circle in **Figure 4**), compared to earlier locations at 28.3°S 32.5°E (Fernandez and Guzman, 1979) and 28.5°S 32.75°E (Triep and Sykes, 1997; red symbol in **Figure 4**).

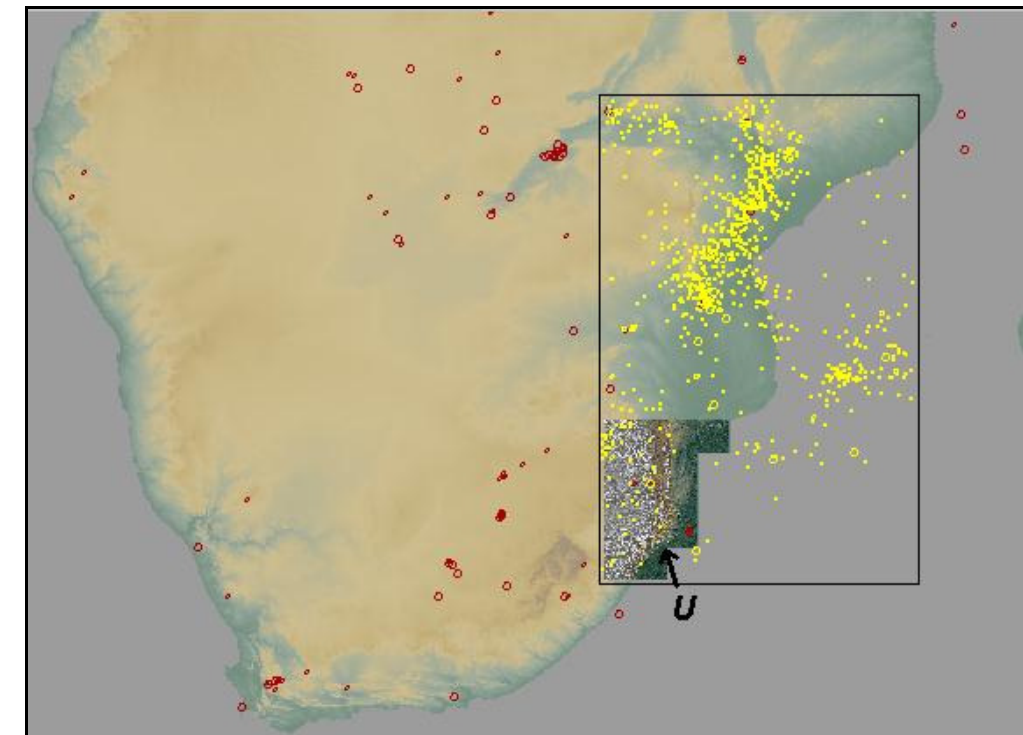


Figure 3. The Amajuba (A) and uThungulu regions (U) in relation to earthquake epicentres from three seismic catalogues. Red symbols are the African earthquakes from the catalogue of Triep and Sykes (1997) for global continental regions, generally showing only events greater than magnitude 5.5. Yellow symbols are earthquake epicentres in the block bounded by latitude 15°-30°S, longitudes 30°-40°E, from catalogues of the International Seismological Centre (ISC) for events prior to 1964 (establishment of the World Wide Standardized Seismographic Network – WWSSN), and from the Incorporated Research Institutes for Seismology (IRIS) for post-1964 events.

Seismic maps (**Figures 3-5**) show that the Amajuba region is located close to the edge of a belt of natural earthquake activity extending along the Great Escarpment between Limpopo, Mpumalanga, Swaziland and KZN, towards the offshore epicentre of the 1932 St Lucia earthquake. This seismic belt is probably a southern extension of the branch of the East African Rift System (EARS; Hartnady 1990)) that continues southwards from Lake Malawi and crosses the lower reaches of the Zambezi and Save Rivers in the Beira region of Mozambique (dense pattern of yellow symbols in **Figure 3**). It includes such strong earthquakes as the M6.3 Inhambane Province event on 19 May 1940 (Fernandez and Guzman, 1979), and the M6.3 Swaziland event on 31 October 1919 (**Figure 4**).

Another belt of seismic activity extends in a NE/SE direction across the deep ocean floor of the Mozambique Channel towards the 1932 St Lucia epicentre (**Figures 3 and 4**). This “Quathlamba Seismicity Axis” (QSA; Hartnady, 1990) has a gap in the epicentre distribution between Cape St Lucia and the seismicity around the offshore Almirante Leite Banks, east of Maputo (**Figure 4**). However, this apparent hiatus may simply reflect the comparatively short duration of the instrumental record, relative to the recurrence times of earthquakes of different magnitude in this area. It is reasonable to anticipate the future filling of this seismic gap.

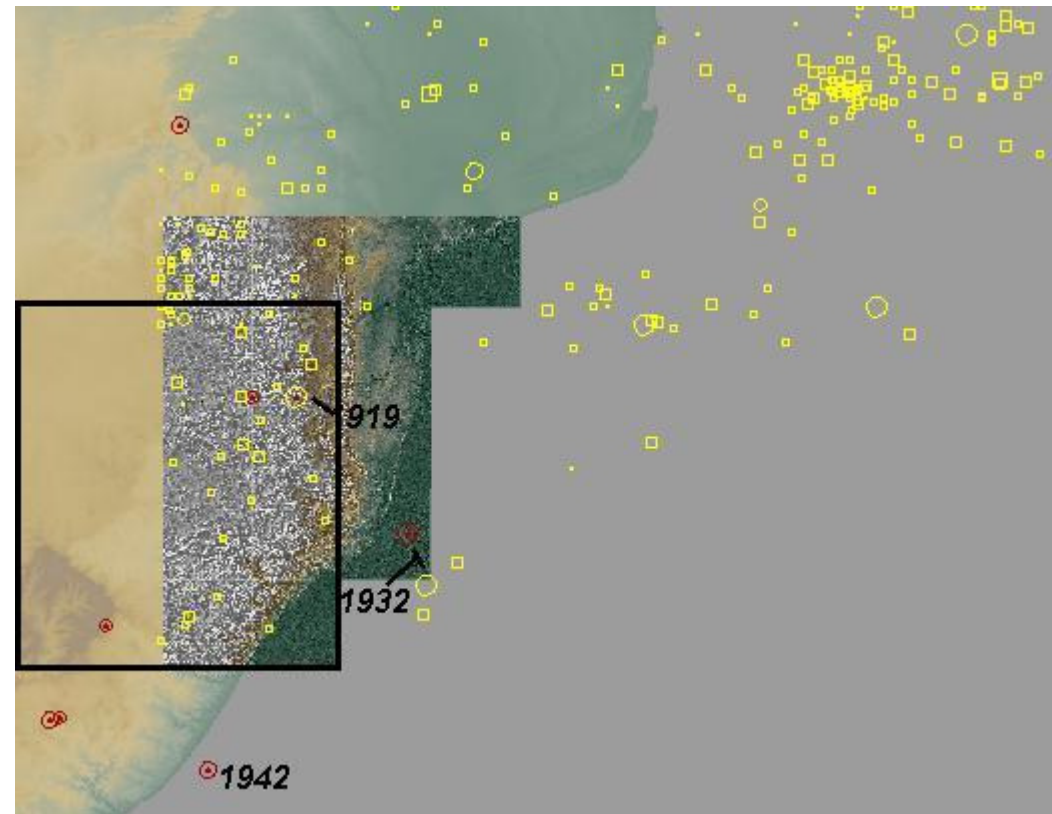


Figure 4. Detail of earthquake epicentre distribution east of the Amajuba area (A). The base maps are digital elevation models from the Shuttle Radar Topography Mission (SRTM). The 30-arc-second (SRTM30) DEM covers the larger area, with an inset of 3-arc-second (SRTM03) DEM data in the blocks bounded by latitudes 25°-30°S, longitudes 30°-34°E. Earthquake epicentre symbols as in Fig. 3, with distinction between pre-WWSSN earthquakes from ISC catalogue (yellow circles) and post-WWSSN earthquakes from IRIS catalogue (yellow squares) now visible. Swaziland event of 1919 and significant KZN events of 1932 and 1942 (M5.5 offshore Port Shepstone) labelled. Box represents area covered by Figure 5.

Older historical records show that in June 1860 a moderate earthquake seriously shook the then tiny village of Durban, now the vast and still rapidly growing Ethekewini metropolitan municipality. The epicentre of this event is shown at Durban in the South African seismic catalogue (Fernandez and Guzman, 1979), but it could have been elsewhere in inland Kwazulu Natal (KZN), or even somewhere offshore on the continental shelf. This kind of uncertainty presents a big problem in interpreting historical accounts of earthquakes felt in sparsely populated coastal locations, such as early 20th century accounts of earthquakes felt along the northern KZN coast in the uThungulu and King Shaka areas (Fernandez and Guzman, 1979). In most cases they are from villages where literate people happened to live, and write down their earthquake experience, but do not reliably locate the seismically active faults around that area.

The International Seismological Centre (ISC) and Incorporated Research Institutions for Seismology (IRIS) online catalogues for an area (26-30°S, 28-32°E) roughly centred on Amajuba, and the period following the establishment of the World-Wide Standardized Seismographic Network (1964-2002), are represented in Figure 5 at top and bottom, respectively. The dense epicentre clusters of small earthquakes in the NW corner of the area correspond to areas of mining-induced seismicity (or undifferentiated blasting activity) extending from the East Rand

goldfields in to the Mpumalanga coalfields. Along the top of the Mpumalanga escarpment, north of the Amajuba district, there may be localised NW/SE- and NE/SW-aligned clusters of natural seismicity. Otherwise, natural earthquake activity is diffuse, with Amajuba located in the northern part of a zone of generally low seismicity.

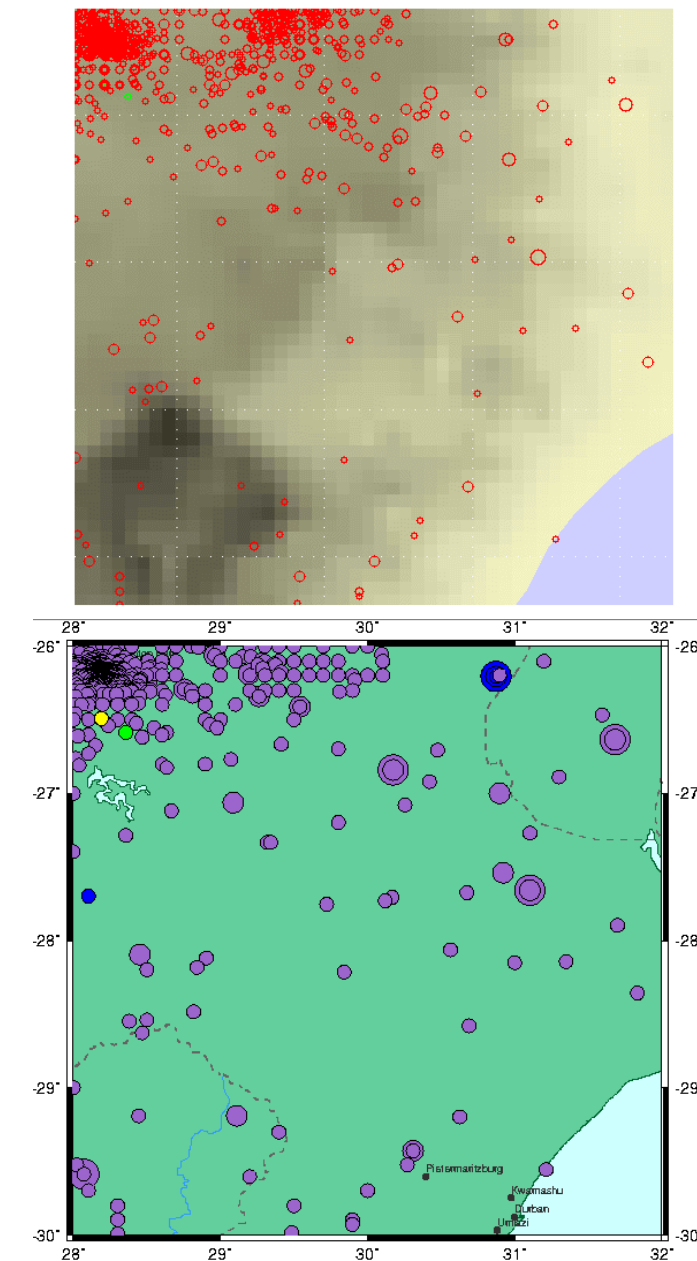


Figure 5. Maps showing earthquake epicentres in the area around Amajuba for the post-WWSSN period 1964-2002. Symbol size corresponds to magnitude, with the largest symbols representing magnitude 5, and the smallest representing magnitudes 2-3.

Probabilistic Seismic Hazard Assessment

Results from a recent probabilistic seismic hazard assessment (**Figures 6 and 7**; after Kijko et al., 2003) do not account for the plate-boundary (Fernandes et al., 2004) or triple-junction character (Hartnady, 2002) of the neighbouring Zululand-uThungulu region, and therefore underestimate the seismic hazard in this area for reasons given below.

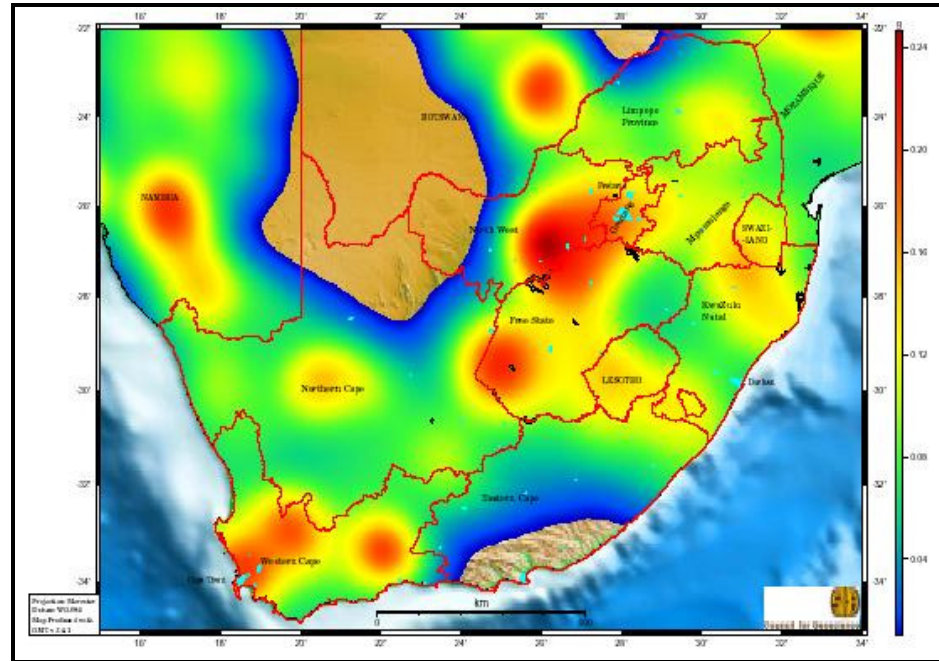


Figure 6. Map showing the peak ground acceleration (PGA) for which there is a 10% probability of exceedance in a time interval of 50 years (after Kijko et al., 2003). Warm colours indicate areas of higher hazard ($PGA > 0.2g$) and cold colours indicate areas of lower seismic hazard ($PGA > 0.04g$), where $g = 9.81 \text{ m/s}^2$.

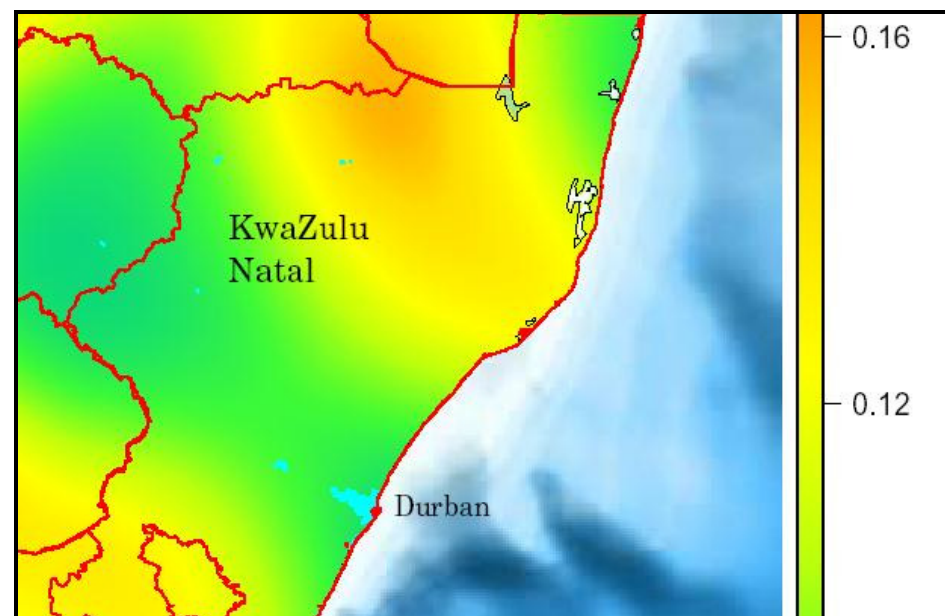


Figure 7. Detail of Figure 6 covering the KZN province (after Kijko et al., 2003). Units at right are a fraction of g ($=9.81 \text{ m/s}^2$).

For a representative location in the centre of the escarpment seismic zone (i.e., Dlebe at 28.17°S 31.33°E , near the uThungulu-Zululand border area) a graph is constructed (**Figure 8**) showing the annual probability that a specified ground acceleration will be exceeded at the site (Kijko et al., 2003). It indicates that an event with an annual probability of exceedance of 0.001 (10^{-3} or 1:1000) is associated with a $\sim 30\%g$ acceleration. An event with this annual probability produces shaking equivalent to intensity ~ 9 (IX) on the Modified Mercalli (MM) scale (**Figure 9**; see **Appendix A** for MM intensity definitions).

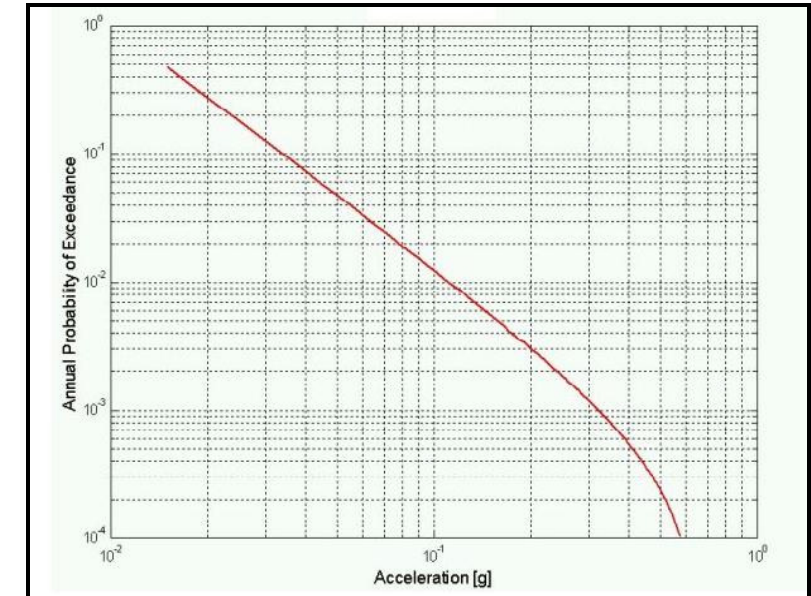


Figure 8. Annual probability that the specified acceleration will be exceeded at the Dlebe site (after Kijko et al., 2003)

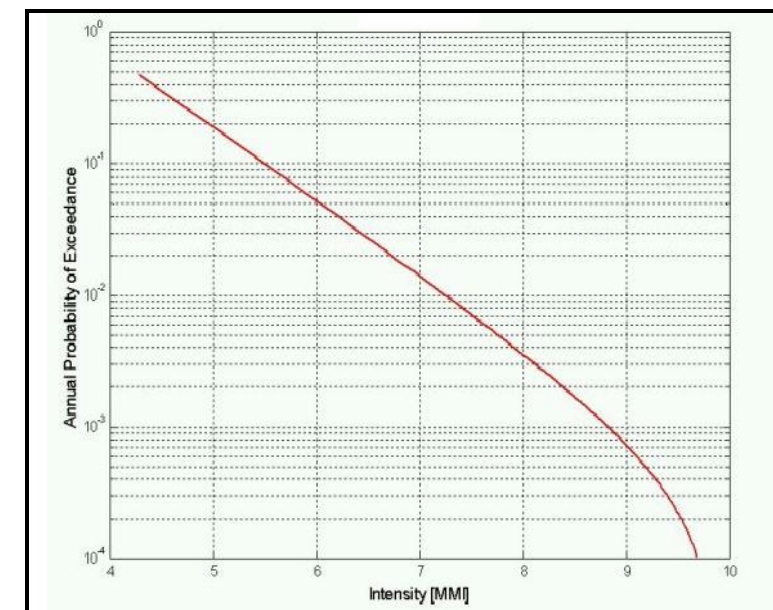


Figure 9. Annual probability that the specified MM intensity will be exceeded at the Dlebe site (after Kijko et al., 2003)

At lower acceleration/intensity, the probability distribution is linear in the double-logarithmic plot, indicating a power-law relation between frequency of occurrence and acceleration/intensity. Both graphs deviate from the linear at higher levels of acceleration ($> 0.2g$) and intensity ($> \text{MMI } 8$), which indicates that there is an upper bounding limit of acceleration at $\sim 0.6g$ (**Figure 7**) or of intensity at MM 10 (**Figure 8**), which is approached asymptotically as the probability of exceedance decreases to $< 10^{-4}$ zero. This asymptotic approach is the consequence of an upper

truncation of the probability distribution, above which it falls to zero. Such truncation implies a “maximum magnitude” (Kijko, 2004), in this instance probably around M6.6.

The current method of estimating this maximum magnitude uses a seismic catalogue for a period that is extremely short in comparison with the long recurrence interval, on the order of hundreds of years, for events of this size. Accordingly, the estimate is biased by the size of the largest earthquake in the catalogue, namely the Cape St Lucia, for which there is no reliable magnitude determination. A method of magnitude calculation from maximum intensity (Fernandez and Guzman, 1979) would yield approximately M6.3.

However, the original magnitude estimates for this event, by Gutenberg and Richter (cited in Engdahl and Villasenor, 2002) is M6.8, which is exactly the same as estimated for the strong Mozambique Channel event of 8 May 1915, near 23°S 39°E. In the case of the 1915 event, Ambraseys and Adams (1992), using a standardized formula, recalculated the surface-wave magnitude from the data of 12 stations and obtained a value of $M_s 6.5 \pm 0.2$. This magnitude estimate may therefore reasonably be applied also to the 1932 earthquake.

The uncertainty about the true magnitude of the largest event close to the Amajuba region creates a problem for the current method for estimating maximum magnitude (Kijko, 2004). An alternative is the use of the seismic moment conservation principle (SMCP) to calculate a maximum earthquake size (Hartnady, 2002). This procedure has yet to be implemented in this region because it requires the measurement of rates of crustal motion through space-geodetic methods, such as GPS (Sella et al., 2002; Fernandes et al., 2004; Hartnady et al., 2004).

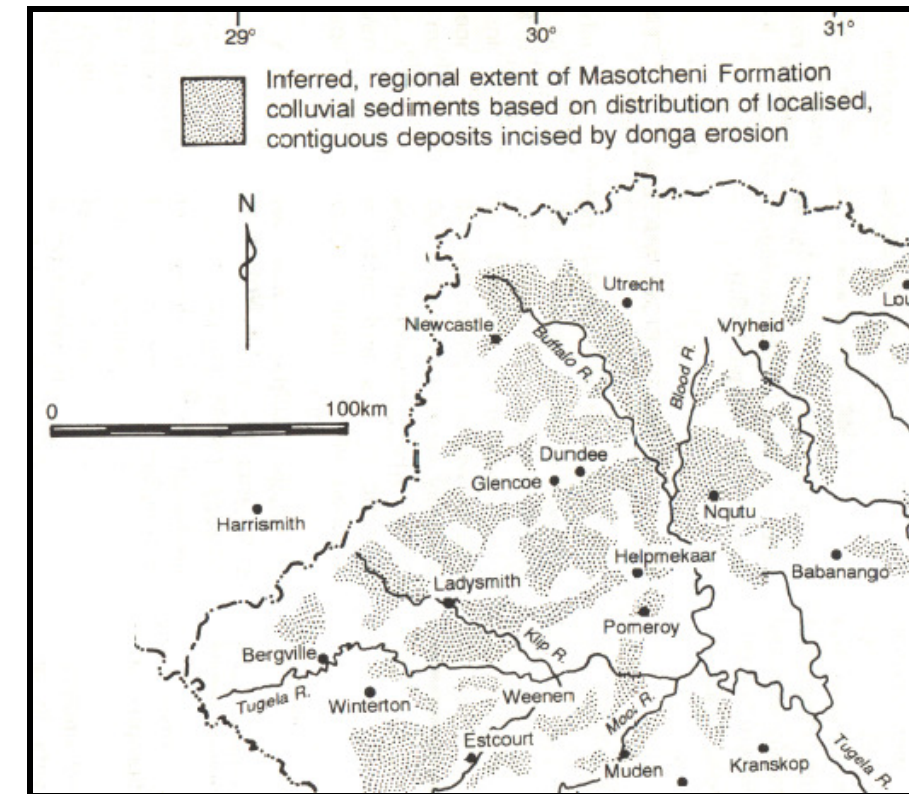


Figure 10. Distribution of the Masotcheni Formation in the Amajuba (Newcastle-Utrecht) area and surrounding districts.

12 SLOPE INSTABILITY HAZARD ASSESSMENT

The Kwazulu-Natal Geohazards Database (Richards and Grow, 2003) currently identifies no record of slope failures of whatever type within the Amajuba area. The absence of an historical record for a particular type of geohazard is a significant disadvantage to analysis and assessment.

Botha (1996) has investigated the distribution, morphology and nature of colluvial hillslope deposits at selected sites in KZN, and compared these with similar sediments in the southeastern Free State and Swaziland. The **Masotcheni Formation** is a distinct lithostratigraphic unit of colluvial sediments, typically exposed in erosion gullies (dongas) mainly concentrated in the Dundee-Nqutu-Vryheid area, which lies to the southeast of the Amajuba district. On the basis of the distribution of localised contiguous deposits incised by donga erosion, it is inferred to extend into the Amajuba area along the valley of the Buffalo River (**Figure 10**; after Botha, 1996, Fig. 2.3).

In general, those parts of the Amajuba area that are underlain by the Masotcheni Formation may be prone to localised ground stability problems, if they happen to be close to areas of active donga erosion. In this connection the results of satellite-based land-use classification studies, such as have been undertaken as part of the National Land Cover (1995 and 2000) studies, could be applied to the identification of these hazard-prone areas, because areas of recent or active donga erosion are one of the mapping categories of this exercise.

The KZN palaeo-pedological studies (Botha, 1996) have shown that donga cut-and-fill processes, followed by soil formation episodes, have operated in a cyclical manner during the late Quaternary period. There have been periods of “net landscape instability” at certain intervals (e.g., around 135-107 ka, 68-52 ka, 47-41 ka and 11 ka; Botha, 1996, Fig. 11.2), interspersed with periods of “net landscape stability”. The onset of each of the periods of instability marked by erosion and colluvial sedimentation appears to have occurred relatively suddenly, whereas the transitions back to stability have been gradual, such as appears to have occurred since the most recent interval of instability (1420-170 a BP).

Botha (1996, p. 106) suggests that the interface between colluvial and alluvial sediments should be the focus of future research, in order to relate the sequence of raised terraces along major rivers in the region – which suggest late Quaternary uplift of the landscape and relative lowering of base levels – to the periodic destabilization of hillslopes. This geologically young, deep erosion of river valleys is probably related to the ongoing tectonic uplift of the region along the NU-SO plate boundary, which is supported by the present day (2000-2005) vertical uplift rate of ~1-5 mm/yr recorded by monitoring of the continuously-recording GPS station at Richard’s Bay (RBAY). While individual slope instability events may have a specific, localised environmental trigger – such as rainstorm, flood or earthquake – the abrupt transitions to sustained intervals of widespread slope instability, lasting centuries or millenia, may be linked to possible major to great earthquake events that occasionally punctuate the tectonic history of this near-plate boundary zone.

13 CONCLUSIONS AND RECOMMENDATIONS

13.1 Conclusions

1. The Amajuba municipality is close to apparent junction of two seismically active belts:
 - a. A N/S-trending belt along the escarpment zone between Limpopo, Mpumalanga, Swaziland and northern KZN;
 - b. An offshore NE/SW-trending belt crossing the KZN-Mozambique continental margin in the Mozambique Channel, within which occurred South Africa's largest historical earthquake (Cape St Lucia, 1932).
2. These seismic belts are related to the ongoing separation of the Nubia and Somalia plates, which occurs at a slow rate of 1.5-2.5 mm/yr in the Mozambique-Swaziland-KZN region. Current plate-kinematic models place both Richard's Bay and the Cape St Lucia epicentre on or close to the southwestern edge of the Somalia plate.
3. According to current probabilistic seismic hazard assessment, in any 50-year time interval there is a 10% probability that peak ground accelerations between 12-16% of g will be exceeded in the escarpment seismic zone (2a above), corresponding to shaking with intensity of 7 on the Modified Mercalli (MM) scale in a "1:100 year event".
4. Although the area along the KZN border with Swaziland (in the neighbouring Zululand district municipality) is shown to have a greater seismic-hazard potential, due to its proximity to the 1919 Swaziland earthquake epicentre, the eastern Amajuba (Utrecht) area probably has at least equal hazard level, because of the epicentre-location uncertainties for both the 1919 and 1932 events, and because the probability of events of equal or greater magnitude occurring in the intervening section of the escarpment seismic zone cannot be accounted for with existing methods of seismic-hazard assessment.
5. For certain key or "lifeline" infrastructure (dams, pipelines, railways, major trunk roads and bridges), the 50-year assessment interval is inappropriate. For this infrastructure the hazard from large earthquakes of low annual probability (1:1000 or greater) is significant.
6. Hazard probability curves for a representative location in the centre of the escarpment seismic zone (uThungulu-Zululand border area) show that the event with an annual probability of 0.001 (1:1000) is associated with a ~30%g acceleration, equivalent to shaking of intensity ~9 on the Modified Mercalli Scale, but also indicate that there is an upper bounding limit of ~60%g (or MM intensity 10). This upper limit, above which the annual probability falls to zero, implies a "maximum magnitude" around M6.6.
7. The current method of estimating this maximum magnitude over the northern KZN (Amajuba-uThungulu) region is based on a seismic catalogue for a period which is extremely short in comparison with the ~1000-year recurrence interval for events of this size. A new (as yet unimplemented) method that incorporates the GPS-measured rates of displacement across the seismic belts may indicate that the maximum magnitude is an underestimate, and that events of M8 (~1:10 000 year events) are in fact necessary to account for observed rates of motion.
8. The potential for slope instability – which could be either earthquake-, rainstorm- or flood-triggered - exists in parts of Amajuba because of the deep incision of the major rivers, and local steep slopes between the flood plains and the surrounding plateau areas.

13.2 Recommendations

1. A new earthquake catalogue should be prepared for the region centred on the Amajuba area, and extending in all directions to a distance of 300 km from the municipal boundaries. This catalogue should meet certain defined, best-practice standards of compilation procedure and format, be based on actual inspection and re-analysis of primary sources of information (seismographs and

original macroseismic reports), and also incorporate a standardization and "homogenisation" of earthquake magnitudes, plus an empirically calibrated magnitude-to-moment conversion algorithm.

2. The earthquake catalogue should be routinely updated through a formal process and form part of the GIS and spatial data infrastructure for the Amajuba disaster management centre, for immediate access and display during real or simulated seismic emergency situations. This would have future use as an educational and awareness-raising tool throughout the municipal area, such as through online Internet access by local schools, NGOs and interested individuals.
3. The revised earthquake catalogue should form the new basis for a more detailed, updated assessment of seismic hazard over the Amajuba area to provide:
 - a. a set of seismic-hazard maps for peak ground acceleration (PGA) and acceleration-response spectra (ARS) at a scale of ~1:250 000;
 - b. a set of graphs for the three main towns in the municipality, and a few selected key sites for infrastructure facilities, which graphs should provide the annual probability of exceeding the specified acceleration at each site, and also the annual probability of exceeding the specified Modified Mercalli Intensity at each site.
4. The revised probabilistic seismic-hazard assessment (PSHA) should be based upon a careful re-estimation of the "maximum magnitude" parameter in the PSHA procedure, in which use is made of the GPS velocity of the RBAY site, in conjunction with a Nubia-Somalia plate-motion model and the constraint of seismic moment conservation.
5. Digital soils and geological maps should be compiled for the entire Amajuba area and used in conjunction with the revised PGA/ARS maps, to
 - a. provide quantitative estimations of the seismic amplifications due to localised soft-ground environments, particularly with regard to the distribution of the Masotcheni Formation, and
 - b. provide indicators for any areas prone to liquefaction during severe seismic shaking (e.g., flood plains and wetlands).
6. A digital elevation model (DEM) of equal or better spatial resolution than the available SRTM data, should be prepared and quantitatively analysed for slope gradients for
 - a. detection of any scarp and local drainage ("morphotectonic") anomalies indicative of active fault displacements in the land surface, and also the possible concentration of donga erosion in the Masotcheni Formation along these features
 - b. areas of steeper slope in weaker geological formations (e.g., shales) that may be particularly susceptible to slope instability problems.
7. Based on the outcome of investigation 5 above, the morphotectonic analysis of selected satellite imagery and digital aerial photography should be undertaken to confirm any morphotectonic evidence for surface-breaking, active faults, and to locate possible palaeo-landslide features for further field investigation.
8. Field-based palaeoseismological studies, involving the detailed mapping and local trenching of possible active fault scarps and palaeo-landslide phenomena located during investigations 5 and 6, should aim at
 - a. defining potential seismic source zones for further updating of the seismic hazard assessment (see 3 above), and
 - b. obtaining materials for dating the fault or slump movements, thereby providing a chronological framework for prehistoric earthquakes in the region, if any.
9. Undertake a morphotectonic analysis of new digital elevation models for the Amajuba region in order to establish cumulative displacements crossing fault scarps that can trigger landslides and slope failures during seismic activity or severe weather conditions, and thus impact key infrastructure.

10. On completion of investigations 5-9, the Amajuba municipality, in association with the KZN provincial disaster management centre, should enter into negotiations with the Council for Geoscience concerning an upgrading of the South African National Seismological Network (SANSN) station at Newcastle (code NWL) within the municipal Amajuba area. Siting of one or more new SANSN stations should also be considered but made contingent on previous results from 5-8 above, and directed towards spatially accurate monitoring of microearthquakes ($M < 3$) along particular features suspected of being tectonically active.
11. The existing (NWL) and any new seismological stations within the Amajuba municipal boundary should have a telemetered feed of data to the local and provincial disaster management centres, such that near-real time (~30 minute updatable) display of seismographs is possible. DMC staff should be trained in the quick discrimination of local from global seismic signals, possibly assisted by automated seismographic analysis routines, and follow pre-defined procedures in responding to significant events of a local nature.

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15 APPENDIX A

Modified Mercalli Intensity Scale

1. (I) People do not feel any Earth movement.
2. (II) A few people might notice movement if they are at rest and/or on the upper floors of tall buildings.
3. (III) Many people indoors feel movement. Hanging objects swing back and forth. People outdoors might not realize that an earthquake is occurring.
- 4 (IV) Most people indoors feel movement. Hanging objects swing. Dishes, windows, and doors rattle. The earthquake feels like a heavy truck hitting the walls. A few people outdoors may feel movement. Parked cars rock.
- 5 (V) Almost everyone feels movement. Sleeping people are awakened. Doors swing open or close. Dishes are broken. Pictures on the wall move. Small objects move or are turned over. Trees might shake. Liquids might spill out of open containers.
- 6 (VI) Everyone feels movement. People have trouble walking. Objects fall from shelves. Pictures fall off walls. Furniture moves. Plaster in walls might crack. Trees and bushes shake. Damage is slight in poorly built buildings. No structural damage.
- 7 (VII) People have difficulty standing. Drivers feel their cars shaking. Some furniture breaks. Loose bricks fall from buildings. Damage is slight to moderate in well-built buildings; considerable in poorly built buildings.
- 8 (VIII) Drivers have trouble steering. Houses that are not bolted down might shift on their foundations. Tall structures such as towers and chimneys might twist and fall. Well-built buildings suffer slight damage. Poorly built structures suffer severe damage. Tree branches break. Hillsides might crack if the ground is wet. Water levels in wells might change.
- 9 (IX) Well-built buildings suffer considerable damage. Houses that are not bolted down move off their foundations. Some underground pipes are broken. The ground cracks. Reservoirs suffer serious damage.
- 10 (X) Most buildings and their foundations are destroyed. Some bridges are destroyed. Dams are seriously damaged. Large landslides occur. Water is thrown on the banks of canals, rivers, lakes. The ground cracks in large areas. Railroad tracks are bent slightly.
- 11 (XI) Most buildings collapse. Some bridges are destroyed. Large cracks appear in the ground. Underground pipelines are destroyed. Railroad tracks are badly bent.
- 12 (XII) Almost everything is destroyed. Objects are thrown into the air. The ground moves in waves or ripples. Large amounts of rock may move.

ANNEXURE B

BIOLOGICAL HAZARD REPORT

Biological Hazards during emergencies and disasters

Biological hazards are naturally occurring substances such as bacteria and moulds or animals such as insects that are able to cause illness in humans and animals. This section of the document can only give a brief overview of the many possible biological hazards that can result in disastrous conditions in the region.

Unlike hazards such as geological hazards where the existing geological formations provide scientific clues to possible risks, biological hazards need not be habitually present in an area to give rise to an unexpected disaster. In the sphere of biological agents of risk, a survey of diseases that are habitually or usually present in a region does not adequately cover the possible (or even probable!) risks posed by human and animal diseases. Disease-causing organisms (called pathogens) do not respect borders and can invade a region in so many ways that only a general overview of the pathways of disease transmission and examples of the pathogens involved can be given here.

The categories of biological health hazards include much more than just the microbiological organisms causing human disease. It also includes, amongst others, animal diseases with an impact on human health or economic well-being, proliferation of pest plants or plant diseases causing crop failure, upsurge in the numbers of problem animals, etc. In this section the emphasis is placed on human disease as an important primary cause of disaster events, but also as a very important secondary risk in the aftermath of disasters triggered by other causes such as floods, earthquakes, fires and the like.

Chain of infection

Communicable diseases occur as a result of an interaction of:

1. Disease-causing agent (called the pathogen),
2. Transmission process and
3. Host (usually humans and/or animals).

There is a vast array of possible disease-causing agents and it is not practical to discuss each one in depth. Here it is necessary to point out that, apart from reliable identification of the specific organism involved in a disaster episode, the following aspects are of crucial importance in judging the risk of specific pathogens to cause an outbreak of disastrous proportions:

- *Infective dose* (number of organisms required to cause infection)
- *Pathogenicity* (ability of the pathogen to produce disease, measured by the percentage of persons exposed to the pathogen who will develop the disease)
- *Infectivity* (the ability of the organism to invade the host such as a human or animal)
- *Virulence* (an indication of the severity of the disease)
- *Incubation period* (time between entry of the pathogen into the host and the appearance of the first sign or symptom of the disease. This can vary from a few hours to weeks or even years)
- *Condition of the host* (persons who are not in good health because they are already burdened by malnutrition, other diseases, poor housing and sanitation, etc. are more susceptible to infection)

The information on these important attributes is essential to predict the scale of the outbreak and to decide how to manage the consequences most effectively. Once the specific pathogen

involved in an outbreak has been identified, the information needed to judge the above-mentioned aspects ought to be obtained from the medical literature or infectious disease specialists. The last-mentioned aspect, namely the health and nutritional status of the local population should be monitored by the local primary health care services.

Transmission of the disease can be *direct* or *indirect*. In direct transmission, the transfer of the pathogen takes place by direct contact such as touching, kissing, sexual intercourse or, for instance, during childbirth. During indirect transmission the pathogen infects the host via contaminated articles such as food, water, insects, airborne droplets, etc. Such routes of transmission are sometimes very difficult to trace. Routes of infection of disease outbreaks caused by indirect transmission can be problematic to identify. In general, the interruption of indirect transmission of disease rests on improved sanitation, improved food production and handling practices, the reduction of poverty and overcrowding, etc - all of which are costly and difficult to achieve, especially in areas disrupted by damaged infrastructure or in informal settlements and remote rural areas.

In order to terminate an outbreak or stop the spread of disease it is necessary to:

1. Remove or eliminate the source of the pathogen;
2. Block the transmission process;
3. Eliminate in certain cases the susceptibility to the pathogen by vaccination or medication.

Low probability - high consequence events

Certain health-related events may be rare or only occur after a series of unrelated factors all happen at the same time. This will include the introduction of a life-threatening disease hitherto unknown in the area or an outbreak of an animal disease that causes severe quarantine measures to be introduced. Even though the chance may not be great, when such an event happens, the ripple effects can seriously jeopardize people's survival, food production, and movement of people or the economic stability of the area. These hazards are referred to as "low probability - high consequence" events¹. Such events require particular co-operation between public and private organizations to cope with the domino effects of the consequences. Usually individuals and organizations do not take preventative action unless there are incentives to do so and thus the co-ordination to deal with such events is of crucial importance.

Decisions on identification and causes of outbreaks of disease²

A massive outbreak of disease in a very short space of time is not difficult to identify although the particular pathogen(s) causing the illnesses may not immediately be known. The problem in identification usually lies with the situation when small clusters of cases occur and an assessment has to be made on whether these clusters indicate the start of an outbreak. It has to be pointed out that in many situations a so-called cluster happens by chance and the persons involved do not share a common exposure source. Thus such a random collection of cases is unlikely to represent advance warning of an outbreak. All small clusters of cases do not herald a disastrous outbreak. Surveillance of small clusters is needed however in order to act appropriately and timeously.

When a few cases of disease are brought to the attention of health authorities, they need to ascertain as soon as possible what the exact pool of people (called the population at risk) is from where these cases came. Ten cases of tuberculosis out of a many thousands of people are not excessive, but ten cases from a village of fifty inhabitants are cause for alarm. Thus the

population at risk should at least in theory be estimated. The authorities should also ascertain whether the cases brought to their attention are likely to be all there exist at that point in time.

Unless an area has a very good routine surveillance system that can alert authorities to the possible existence of clusters of cases that could herald an outbreak (not often encountered in the developing world), clusters are usually brought to the attention of the health authorities by a keen observer. Traditionally this astute observer is a clinician or worker with an increased awareness of environmental or occupational health effects or a good knowledge of the expected rates of disease in the particular population. This committed individual can be a help or a hindrance in subsequent investigations. If the cluster turns out to be coincidental, this individual may find this difficult to accept or harbour suspicions of a cover-up. If the cluster turns out to be the start of a large-scale outbreak and the authorities do not take note of this in time, a sense of grievance about the avoidable disease and possible loss of life can cause disruption of subsequent management of the disaster.

Careful definition or design consideration of the following is crucial to the believability of the investigation:²

1. Identification and verification of the cause(s) of the outbreak being investigated
2. Measurement of the exposure experienced by people, animals and environment at risk
3. Size and spatial limits of the population at risk
4. Choice of fair comparison groups (controls) - comparing the incidence rate of suspected cases to the rest of the same population at risk in order to decide whether the number of cases actually consist an outbreak
5. Potential confounding factors - what other unrelated factors could also have resulted in cases with similar symptoms?
6. Potential biases - were the cases diagnosed and causes determined in a scientific way?

A very important issue here is that early in the suspected outbreak one should keep in mind that any one disease cluster could also have arisen purely by chance. This is a difficult concept to explain to most lay persons who may nevertheless be important decision-makers in the investigation. A few children from the same neighbourhood who over a relatively short time period develop the same type of leukaemia may nevertheless be due to chance and not to due to a common source of exposure.

The first case that brought the disease occurrence to the notice of the authorities is referred to as the index case. The index case(s) in these investigations pose a particular problem. Such a case focused the attention on the problem in the first instance and may shape the nature of the subsequent investigation unfairly. For instance, if the index case was a rural dweller with intimate contact with cattle, the authorities may waste some time looking for more cases only in rural areas where cattle is kept. The same goes for the role of the investigator(s) after they were acquainted with the index cases. The investigators supply the definitions of time and/or place as well as the in- and exclusion criteria defining the disease. These decisions can easily bias the early and crucial investigation as a sort of self-fulfilling prophecy, thereby wasting time that could have been spent on preventing the spread of the epidemic.

The existence of a cluster of cases that indicates a possible looming disaster is often a highly emotional situation for all involved. Too often the initial alarm raised by an astute observer is brushed off for too long and labelled as scaremongering. Preliminary investigations are then put off for such a long time that suspicions of a cover-up can never afterwards be entirely laid to rest. Speedy, transparent and thorough investigations of possible clusters of suspiciously large numbers of cases, where all parties have access to the results, are always the best, but this is not

necessarily the view of some local authority managements whose knee-jerk reactions sometimes rest on denial, followed by threat and secrecy. A checklist of tasks facing an outbreak control team is listed in Addendum A.

Preparing for extreme events requires an understanding of the interdependency of many risks. A security plan is always only as strong as its weakest link. Therefore any plan for coping with disastrous outbreaks of any disease of occurrence of a large-scale biological hazard requires co-operation between public and private organizations. Individuals usually do not take action to prevent or address risks that they regard as low probability events unless there are incentives for them to do so. Any planning exercise should keep this in mind.

Epidemic outbreaks of disease

The pathway of infection can involve food, water, person-to-person contact as well as airborne transmission.

The classic outbreak of foodborne disease familiar to most people is the outbreak of diarrhoeal disease following ingestion of spoiled food. Although this can affect a large number of people, most of the cases resolve spontaneously and usually the mortality rate is low. If the food was contaminated with a chemical toxin however, such as using empty poison containers for food preparation, the death rate may be considerable.

Food can be contaminated with pathogens during the whole chain of production, transport, storage and processing. The changing nature of food provision has seen many foodstuffs being produced and processed outside the area where it is consumed; so tracing the source of the contamination may prove very difficult.

Food handlers who are called into service in emergency situations are sometimes poorly trained in hygiene and sanitation, or poorly educated. Such individuals may work with food while ill with an infectious disease themselves, increasing the risk of the spread of disease.

Waterborne infections pose a particular problem in disaster scenarios. If the infrastructure for water distribution and waste disposal is damaged, then some water contamination is almost inevitable.

Table 1 Some important diseases often encountered in disaster scenarios³

Pathogen	Disease	Main reservoir
A: Diarrhoeal Diseases:		
<i>Escherichia coli</i> variants (entero-adherent, entero-toxigenic, entero-invasive)	Diarrhoea	Humans
<i>Escherichia coli</i> O157:H7 (enterohaemorrhagic)	Haemorrhagic colitis	Cattle
<i>Salmonella enteridis</i> and other <i>Salmonella</i> species	Food poisoning	Domestic animals
<i>Vibrio cholerae</i>	Cholera	Various foods, water
<i>Shigella</i> spp	Dysentery	Various foods, water

<i>Salmonella typhi</i>	Typhoid	Humans, food, flies, water
<i>Schistosomiasis mansoni</i>	Bilharzia (also other symptoms)	Water infested by infected snails
B: Non-diarrhoeal diseases		
<i>Yersinia pestis</i>	Plague	Rodents
<i>Mycobacterium tuberculosis</i>	Tuberculosis	Humans
Hepatitis A, B, E virus	Hepatitis (jaundice)	Humans, food, water
Human Immunodeficiency Virus	HIV/AIDS	Humans
<i>Bacillus anthracis</i>	Anthrax	Animals, soil
Respiratory viruses	E.g. SARS, Influenza, Avian influenza	Animals, humans, food, water
Rabies virus	Rabies	Mammals, especially dogs
<i>Plasmodium falciparum</i>	Malaria	Mosquitoes

Table 2 Orally transmitted waterborne pathogens and their significance in water supplies⁴

Pathogen	Health significance	Persistence in water supplies ^a	Resistance to chlorine ^b	Relative infective dose ^c
Bacteria:				
<i>Campylobacter jejuni</i> <i>C. coli</i>	High	Moderate	Low	Moderate
Pathogenic <i>Escherichia coli</i>	High	Moderate	Low	High
<i>Salmonella typhi</i>	High	Moderate	Low	High
Other <i>Salmonellae</i>	High	Long	Low	High
<i>Shigella</i> spp.	High	Short	Low	Moderate
<i>Vibrio cholerae</i>	High	Short	Low	High
<i>Yersinia enterocolitica</i>	High	Long	Low	High
<i>Pseudomonas aeruginosa</i>	Moderate	May multiply	Moderate	High (?)
<i>Aeromonas</i> spp.	Moderate	May multiply	Low	High (?)
Viruses				
Adenoviruses	High	?	Moderate	Low

Enteroviruses	High	Long	Moderate	Low
Hepatitis A	High	?	Moderate	Low
Enterically transmitted Non-A, non-B hepatitis viruses, hepatitis E	High	?	?	Low
Norwalk virus	High	?	?	Low
Rotavirus	High	?	?	Moderate
Small round viruses	Moderate	?	?	Low (?)
Protozoa				
<i>Entamoeba histolytica</i>	High	Moderate	High	Low
<i>Giardia intestinalis</i>	High	Moderate	High	Low
<i>Cryptosporidium parvum</i>	High	Long	High	Low

^aDefinition of period detected in water at 20°C:- *Short*: up to 7 days, *Moderate*: 7-30 days, *Long*: >30 days

^bWater treated at conventional doses and contact times - Moderate resistance: organisms not completely destroyed

^cDose required to cause infection in 50% of healthy adult volunteers. May be as little as one infective unit for some viruses.

Pre-existing endemic disease profile of the area

Existing endemic diseases and conditions such as poverty and poor food supplies can make the population of an area more prone to mortality and morbidity during a disaster. With that in mind, it is important to know what endemic diseases and other aggravating factors exist in an area where disaster planning is to be undertaken.

In the district of Amajuba there are too few verifiable data sets available to write a detailed assessment of the present state of health of the population in the area. That does however, not preclude assuming that the area will have much the same disease profile as the rest of the province of KwaZulu-Natal.

HIV positivity and AIDS, malaria, tuberculosis, gastrointestinal illnesses, and other conditions associated with poverty such as malnutrition are without doubt present in the area and are especially prevalent among the poorer and more rural part of the population. All these conditions will make the members of any community that is suddenly hit by disaster much more vulnerable to high mortality and severe after-effects.

There are many factors that increase the vulnerability of a population to for instance malaria epidemics or increase the severity of the disease outcome should an epidemic occur.⁵ Co-infection with other diseases such as HIV/AIDS is a major consideration for the Amajuba district. Patient resistance to treatment drugs and mosquito resistance to insecticides, poverty and related food insecurity and the consequent population movements between areas of differing endemicity combine to make certain sectors of the population more vulnerable to epidemics.

There were only 2 042 cases of malaria reported in KwaZulu-Natal in 2003, in contrast with the 27 238 cases reported in 1998 at the height of the previous outbreak of malaria.⁶ Vigilance in mosquito control measures must be maintained at all costs to prevent an upsurge of this epidemic.

The AIDS pandemic is already underway in Africa south of the Sahara, and a large proportion of the cases occur in South Africa. In 2002, according to antenatal surveys, the HIV positivity prevalence in KwaZulu-Natal was 36,5% and there were an estimated 120 167 AIDS orphans in the province.⁶ The percentage of all deaths in the province that was due to AIDS was 51,7%. It was also estimated that 17,1% of health workers in the province was HIV positive themselves. These data indicate a slow disaster already in progress.

In the case of cholera, Africa contributes more than 80% of all cases worldwide. Natural disasters like the 2000 flood in Mozambique generally lead to new outbreaks of the disease. In 2000/1, more than 105 000 cases of cholera were reported KwaZulu-Natal, and in 2002 there were 13 536 cases reported.⁶ In 2003, at the tail-end of the epidemic, only 560 cases were reported. This can change very rapidly if the right environmental conditions are in place and the situation regarding the provision of clean water and improved sanitation is not at the very least maintained.

In 2002, there were 52 016 cases of TB reported in the province.⁶ The cure rate among the new cases reported in 2001 was only 36,5% with a large number of cases not completing their treatment. This is almost sure to lead to increasing levels of resistance to existing anti-TB drugs.

The percentage of 15 year olds in the province who will die before they are 60 years old was estimated to be 64% for men and 53% for women in 2002.⁶

According to a survey published in 2004,⁷ patient satisfaction with the nursing care they received in the Amajuba district was extremely low, with 87% of patients giving a rating below 10 out of a possible total of 28 (35,7% approval). ***Coupled with the under-provision of health care services in the district, this indicates that the present facilities and staff are already unable to deal satisfactorily with the normal day-to-day demands.*** When faced with a disaster or other extreme event carrying health risks, the health services will probably collapse unless aided and supported with heroic intervention measures from outside sources.

The health of children is often taken as an indicator of the general health status of the population and also the status of health care in that area. In Amajuba district the incidence (i.e. new cases per year) of diarrhoea for children under 5 years of age is given as 276 per 1000 of the population at risk. The annualized incidence of severe malnutrition for the under 5's is given as 35,8 per 1000 of the population at risk. Both these figures are very high and indicate a population that is poverty-stricken and labouring under restraints such as inadequate knowledge as well as inadequate health services.

These data paint a bleak picture of an area already under stress due to the combined effects of poverty, poor infrastructure and high disease burdens. Any disaster occurring in these already strained circumstances is bound to have an impact beyond what would normally be expected due to the vulnerability of the communities involved.

Plant and animal disease emergencies⁸

A characteristic of outbreaks of plant or animal diseases is that they often transcend boundaries (even state boundaries) and these outbreaks themselves can be the cause of emergencies. They are of particular importance to food security and sustained economic development and trade in many areas, especially those whose economy is deeply rooted in agriculture. The impact of such emergencies is most keenly felt where strict quarantine measures are put in place to prevent spread as well as where heavy culling of animals suspected of being exposed takes place. Outbreaks of such a nature can cause serious food shortages, destabilize markets and trigger embargoes. Anthrax, foot-and-mouth disease, rinderpest, African swine fever, virulent avian influenza and outbreaks of locust swarms are examples of such emergencies.

A particular problem with outbreaks of animal disease is the rumour mongering that develops even before the authorities actually impose quarantine restrictions to curb the outbreak. Farmers, especially subsistence farmers with poor resources and inadequate knowledge, take livestock away in secret to uninfected areas, fearing that the animals will be culled. This spreads the epidemic even faster and involves increasingly larger areas in the outbreak. The only longterm solutions are heroic efforts at communication during the initial phases of an outbreak and continuing education in the agricultural community.

Apart from their economic impact and the impact on food supplies, some animal diseases can cause illness in humans as well. Mosquitoes, lice, fleas and ticks are pests that have been known as carriers of serious diseases since ancient times. Larger warm-blooded animals (wild as well as domesticated) have also been identified as disease carriers for millennia. Animals can either be the mode of transmission of disease (called a vector of disease) or a source (called a reservoir) of disease.

Two fundamental components of animal disease emergency preparedness are:

- Early warning systems,
- Early reaction to epidemics and other emergencies.

These aspects should be incorporated in any disaster preparedness plan, not only on an area-wide basis, but nationally.

Outbreaks of pest (invader) plants are rarely first order emergencies, but they can contribute to a considerable degree to slow disasters such as drought and famine by curtailing the available land to cultivate food and/or invading crops and thus reduce harvests and increase production costs. Plant diseases can directly contribute to large-scale crop losses and compromise natural resources such as timber and firewood. Invader plants can also consume large quantities of water along natural water courses in streams and rivers, thereby contributing to drought.

Secondary outbreaks of disease after disasters caused by other emergencies⁹

Apart from injury and trauma, the five most common health-related causes of death⁹ in emergencies and disasters are diarrhoea, acute respiratory infection, measles, malnutrition and malaria in endemic zones (such as Amajuba). All except malnutrition are communicable diseases

directly related to environmental health conditions, and even malnutrition is greatly exacerbated by communicable disease.

People affected by disaster are particularly vulnerable to infectious diseases when the disaster and its immediate consequences reduce resistance to disease because of malnutrition, stress, fatigue, etc. or where post-disaster living conditions are unsanitary.

The control of communicable diseases depends on the best efforts at creating a healthy environment (clean water, adequate sanitation, vector control, shelter), immunization, and health workers trained in early diagnosis and treatment. Thanks to effective environmental health measures, epidemics following disasters are no longer common.⁹ Exceptions are the epidemics occurring in chronic emergencies triggered by drought and civil strife, such as those that occurred in central Africa in the 1980s and 1990s, and the epidemics of communicable diseases that have swept refugee camps in Africa and other parts of the world.

Functioning disease surveillance systems and intact environmental health services are crucial in protecting public health and in responding to these outbreaks when they occur in times of disaster. The conditions leading to an epidemic are caused mostly by secondary effects and not by the primary hazard, except in the case of flooding, which can cause an increase in waterborne and vector-borne diseases.⁹

Other hazards may leave standing water, or may pollute or interrupt drinking water supplies. High winds, coastal storms, mud slides and even earthquakes can all result in standing water, especially where a “cascade” of physical effects occurs. Earthquakes can trigger landslides that block rivers, causing flooding. In all these cases, excess standing water can promote the breeding of insect disease vectors such as mosquitoes, or contaminate water supplies with waste or sewage. Both natural disasters and armed conflict may result in the breakage of water mains or the interruption of electricity supplies required to pump water. Sewer pipes and sewage treatment works may also be broken or rendered inoperable.

Besides waterborne and vector-borne disease, there may also be major epidemics of highly contagious diseases—those spread by personal contact. These are most commonly the result of survivors living in crowded temporary accommodation without adequate ventilation or adequate facilities for personal hygiene and washing of clothes. These communicable diseases include meningitis, hepatitis sexually transmitted diseases and TB (especially among long-term inhabitants of refugee camps).

The length of time that people spend in temporary settlements is an important determinant of the risk of disease transmission. The prolonged mass settlement of refugees in temporary shelters with only minimal provision for essential personal hygiene is typical of a situation that may cause epidemic outbreaks of infectious diseases.

Camps established to provide food relief during famine are a special case, as large numbers of people who are already weak and possibly ill are likely to remain in such camps for a long time.

Environmental health problems associated with evacuations⁹

After a disaster, there is almost always some movement of people out of affected areas. Such persons sometimes have to be moved into areas with little or no infrastructure to cope with the numbers involved. Any large-scale population movements into an area are of primary concern for environmental health. Such movements involve settlement on marginal land, usually away from

services. Relocation can result in high population densities, associated with wholly inadequate water supplies and sanitation. There is almost always an increased risk of faecal–oral transmission of diseases related to poor hygiene. Diseases associated with displaced persons are listed in Addendum B.

Other risks include contact of refugees with pathogens not found in the home area (e.g. the malarial parasite), including those transmitted by vectors unfamiliar to the evacuated population. Generally, the evacuated population will be more susceptible to these diseases than the local population, as occurs in areas endemic for malaria.

The relocation of a population into a high-density emergency settlement will usually greatly increase the risk of outbreaks of common childhood diseases. Measles is a particular risk when the population has low immunization coverage. Health conditions and nutritional status before displacement are also important. Evacuation can also place people in the vicinity of unfamiliar environmental hazards (e.g. dispersal of refugees into damaged industrial areas where toxic substances are stored).

Even if the disaster did not strike the area that a particular local authority has jurisdiction over, the large-scale influx of displaced persons fleeing a distant disaster area can create a second emergency for a previously unaffected local authority. Few health services and local authority services can at short notice provide emergency housing, water and sanitation and food for a large-scale influx of displaced people.

Control measures for communicable diseases and epidemics during disasters

Preparedness and prevention⁹

Measures taken before a disaster can greatly increase the ability to control communicable diseases and prevent epidemics.

Such measures include:

- Training health and outreach staff in the identification and management of specific diseases considered to be a threat;
- Creating local stocks of supplies and equipment for diagnosis, treatment and environmental health measures in case of disease outbreaks;
- Strengthening health surveillance systems and practicing protocols for managing information on certain diseases;
- Raising awareness among the population likely to be affected by a disaster on communicable diseases and the need for early referral to a health facility.

Acute respiratory infections and diarrhoea are often the major killers in emergency situations. To prevent them, hygiene promotion, the provision of adequate quantities of safe water, sanitation facilities and appropriate shelter are absolutely necessary. Measles outbreaks are a common hazard in emergencies, often with a high case fatality rate. Early vaccination campaigns should be considered before any cases appear.

Strategies for control⁹

The two main strategies for controlling outbreaks of communicable disease are to reduce the number of cases through preventive activities and to reduce mortality due to the disease through

early case detection and effective treatment. These measures should be put into place rapidly, and should not be delayed while waiting for laboratory confirmation of the disease in question. The key to effective outbreak control is a rapid response, before the outbreak develops into a major epidemic. Mass immunization is a priority in emergency situations, where people are displaced, where there is disruption of normal services, where there are crowded or unsanitary conditions and/or where there is widespread malnutrition, regardless of whether a single case of measles has been reported or not. One confirmed case of cholera should prompt all diarrhoea cases to be treated as cholera.

Preventive and curative measures work together to reduce the sources of infection. Rapidly isolating and treating patients and controlling animal reservoirs can protect susceptible persons through immunization, nutritional support and possibly chemoprophylaxis (e.g. to protect vulnerable individuals in the case of a malaria outbreak). Meanwhile, transmission should be reduced through improvements in hygiene conditions and hygiene behaviour.

Prevention of infection by controlling waste disposal⁹

Human faeces may contain a range of disease-causing organisms, including viruses, bacteria and eggs or larvae of parasites. The micro-organisms contained in human faeces can enter the human body through contaminated food, water, eating and cooking utensils and by contact with contaminated objects. Diarrhoea, cholera and typhoid are spread in this way and are major causes of illness and death in disasters and emergencies. Some fly species and cockroaches are attracted to or breed in faeces, but while they theoretically can carry faecal material on their bodies, the evidence that this contributes significantly to the spread of many diseases is equivocal. However, high fly densities will increase the risk of transmission of trachoma and *Shigella* dysentery. Intestinal worm infections (hookworm, whipworm and others) are transmitted through contact with soil contaminated with faeces and may spread rapidly where open defecation occurs and people are barefoot. These infections will contribute to anemia and malnutrition, and therefore also render people more susceptible to other diseases. The intestinal form of schistosomiasis (also known as bilharzia), caused by parasitic worm species living in the veins of the intestinal tract and liver, is transmitted through faeces. Infection occurs through skin contact with contaminated water (e.g. wading, swimming).

Children are especially vulnerable to all the above infections, particularly when they are under the stress of disaster dislocation, high-density camp living and malnutrition. While specific measures can be taken to prevent the spread of infection through contamination by human faeces (e.g. chlorinating the water supply, providing hand-washing facilities and soap), the first priority is to isolate and contain faeces.

The importance of safe food^{9,10}

Food may become difficult to obtain in an emergency or following a disaster. Crops may be destroyed in the fields, animals may be drowned, food supply lines may become disrupted, and people may be forced to flee to areas where they have no access to food. Moreover, the safety of whatever food there is may be affected, resulting in a greater risk of epidemics of foodborne disease.

Food safety problems vary in nature, severity and extent, and depend on the situation during the emergency or disaster. For example, during floods and hurricanes, food may become

contaminated by surface water that has itself been contaminated by sewage and wastewaters. Floodwaters often pick up large quantities of waste and pathogenic bacteria from farms, sewer systems, latrines and septic tanks. The crowding of survivors after disasters may aggravate the situation, particularly if sanitary conditions are poor.

Any breakdown in vital services, such as water supply or electricity, also severely affects food safety. In the absence of electricity, cold storage may be more difficult, if not impossible, and foods may be subject to bacterial growth. This may happen at all stages of the food chain, from production to consumption. Lack of safe drinking water and sanitation hampers the hygienic preparation of food and increases the risk of food contamination. While contamination can occur at all points of the food chain, inadequate washing, handling and cooking of food just before consumption are still prime causes of foodborne disease.

Populations of pests and stray animals, such as dogs and cats, may also increase in the aftermath of disasters. Flies and other rapidly breeding insects may increase dramatically in numbers. All of these problems can impact on health and food safety. People may be tempted to eat drowned animals after floods, which carries a risk. Food is especially susceptible to contamination when it is stored and prepared out of doors or in damaged homes where windows and possibly even walls are no longer intact.

Fires or explosions may result in foodstuffs becoming contaminated with dangerous chemicals or microorganisms, as well as being damaged by water. Food may be damaged by smoke, chemicals used in fire fighting, or by other chemicals originating from the accidental release or improper use of insecticides and other toxic substances.

Disaster-affected people eating food from centralized kitchens that are not properly equipped or run are extremely vulnerable to outbreaks of foodborne disease. The combination of environmental contamination and improper handling of food increases the risk of epidemics of diseases such as cholera and shigellosis. In emergencies and disasters, food safety authorities should review all stages of the food supply, from production, processing and manufacturing, transport, distribution, and sale, to preparation in food service and catering establishments and households.

Management and protection of water supply^{9,11}

Water sources are exposed to a variety of hazards that may damage or contaminate them, but they can be protected against disasters to some extent.¹¹ It is useful to distinguish between large-scale, formal water-supply systems and small-scale, scattered supplies. The distinction is not so much between urban and rural areas as one based on the level of technology and the institutional arrangements for management, maintenance, and protection.

Roof catchment systems are often damaged by wind in tropical storms. People who depend on canals are vulnerable to chronic and acute illnesses where sewage systems were damaged, or, where the canal drains an industrial zone, or when poisoning from the release of toxic chemicals occur. Pipes or canals may also be easily washed away or broken during floods, cutting water supplies. Shallow wells in areas with a high water table are more prone to contamination from flooding than are deep boreholes. They may also dry up sooner in a drought. Hillside springs may be destroyed in a landslide. Wells near rivers can be contaminated and filled with sand during unusual flash flooding. All piped systems are subject to breaks and disruption during earthquakes, landslides or civil strife.

In all activities to provide or improve water supplies during "normal" times, it is important that those responsible are aware of the specific hazards to which water sources might be subject. This hazard mapping should be as much a part of the planning of water supply systems as other factors such as water quality and taste, distance to users, and capital and recurrent costs.

In addressing the water needs of a community hit by disaster, consultation with water users should take place as a matter of priority. Many people use multiple sources of water. Some will prefer certain sources for drinking water and others for washing, bathing, watering animals and irrigation. Wherever a hazard, or the potential for disruption of the water supply, exists, the primary health-care workers or other disaster management staff should discuss alternative drinking-water sources with the people concerned. After implementation, the alternative sources should be visited regularly to check on their status to detect undesirable extraction practices and potential pollution early.

Contingency plans for speedy ensuring of the safety of drinking water reserves should be in place. These will usually involve stockpiling a limited amount of disinfectant chemicals (taking into consideration the shelf-life of these chemicals), plus fencing of the source. The first priority should always be water for drinking, cooking and personal hygiene.

What can we expect from the future?

Emerging infectious diseases

We can expect more new diseases to emerge, seemingly out of nowhere, especially from areas which were previously uninhabited and that humans are encroaching on (e.g. tropical rain forests, remote rural areas, etc). Another situation giving rise to emerging infectious diseases is the existence of human beings living in poor sanitary conditions in close proximity to animals. This has happened in the Far East with increasing regularity and has given rise to new or modified viruses previously known to attack domestic animals and that carry high fatality rates.

Influenza is an emerging and re-emerging disease. Health authorities agree that the world is overdue for a pandemic of influenza.¹² A pandemic can happen when different influenza virus strains mutate into a new strain that people's bodies have no immunity against and that is easily spread from person to person. Three pandemics occurred in the 20th century.¹³ The first and most devastating was the "Spanish Flu" pandemic of 1918-1919 that was estimated to have caused 20-50 million deaths worldwide, with an unusually high mortality among young adults. In 1957 "Asian Flu" and in 1968 "Hong Kong Flu" pandemics were less severe, with the highest mortality in the elderly and persons with chronic diseases. However considerable morbidity, social disruption and economic losses occurred during both these pandemics. It is impossible to predict when the next pandemic will occur and what the severity of the illness will be. Signs of a build-up in the risk have already been seen in the outbreaks of avian flu originating from the Far East.

Conflict/war, breakdown of social services and law and order or peri-urban slums with poor sanitation all contribute to the increasing risk of outbreaks. Famine or serious food shortages are likely to follow any outbreak of an epidemic, especially in conflict areas in developing countries.

An illustration of the ability of such emerging pathogens to catch the world by surprise is the emergence of severe acute respiratory syndrome (SARS).¹⁴ On March 12, 2003, the World Health Organization (WHO) issued a historic global alert for SARS, a deadly new infectious disease with the potential for rapid spread from person to person and via international air travel. WHO and its partners, including the Centers for Disease Control and Prevention (CDC) in America, promptly initiated a rapid, intense, and coordinated investigative and control effort that

led within 2 weeks to the identification of the etiologic agent, SARS-associated coronavirus (SARS-CoV), and to a series of decisive and effective containment efforts. By the time SARS-CoV transmission was brought to an end in July 2003, more than 8 000 cases and 780 deaths had been reported to WHO.

The emergence of SARS-CoV provided a dramatic illustration of the potential for a new disease to suddenly appear and spread, leading to widespread health, social, and economic consequences. Fortunately, the world also witnessed the power of traditional public health measures—including surveillance, infection control, isolation, and quarantine—to contain and control an outbreak. It is not possible to predict whether SARS-CoV will reappear, but it could re-emerge from its original animal reservoir, from persistent infection in humans, or from the laboratory. To achieve the type of swift and decisive response that is required to control a SARS outbreak, we must be prepared.

In contrast to the reassuring picture emerging from the experience with SARS-CoV, there is now general consensus amongst the world's leading infectious disease epidemiologists that the human form of avian flu (subtypes H5N1 and H9N2) is the most likely candidate to cause the next worldwide pandemic. SARS and avian influenza have many common features. They both arose in Asia and they originated from animal viruses that are now endemic in the domestic poultry populations. The World Health Organization already issued a warning that avian flu virus is rapidly mutating and could pose a severe threat of a pandemic. In South Africa with so many inhabitants already compromised by poverty, HIV/AIDS and malnutrition, avian flu can cause outbreaks of epidemic proportions in a very short space of time.

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ADDENDUM A

CHECKLIST OF OUTBREAK CONTROL TEAM (OCT) TASKS¹⁶

The principal aim of the OCT is to investigate the cause of the outbreak and to implement action to identify the source, minimise spread and prevent recurrence of the communicable disease. The following tasks must be undertaken in order to deal effectively with an outbreak. The step-by-step approach does not imply that each action must follow the one preceding it. In practice, some steps must be carried out simultaneously and not all steps will be required on every occasion.

Preliminary Phase

Consider whether or not cases have the same illness and establish a tentative diagnosis.

Determine if there is a real outbreak and not just a random cluster of cases.

Establish single comprehensive case list.

Collect relevant clinical or environmental specimens for laboratory analysis.

Conduct unstructured, in-depth interviews of index cases.

Conduct appropriate environmental investigation including inspection of premises involved.

Identify population at risk.

Identify persons posing a risk of further spread.

Initiate immediate control measures.

Assess the availability of adequate resources to deal with the outbreak.

Descriptive Phase

Establish a case definition (clinical and/or microbiological).

Search for other cases.

Collect and collate data from affected and unaffected persons using a standardised questionnaire.

Describe cases by time, place and person.

Construct an epidemic curve.

Form preliminary hypotheses on the cause of the outbreak.

Make decision about whether to undertake detailed analytical studies.

Analytical Phase

Carry out analytical epidemiological study.

Calculate attack rates.

Confirm factors common to all or most cases.

Test and review hypotheses of the cause.

Collect further clinical or environmental specimens for laboratory analysis.

Ascertain source and mode of spread.

Control Measures

Control the source: animal, human or environmental.

Control the spread by:

- Isolation or exclusion of cases and contacts;
- Screening and monitoring of contacts;

- Protection of contacts by immunisation or chemo-prophylaxis;
- Closure and/or disinfection of premises; and
- Instigation of legal proceedings where appropriate.

Monitor control measures by continued surveillance for disease.

Declare the outbreak over.

Evaluation

Evaluate the management of the outbreak and make recommendations for the future.

ADDENDUM B

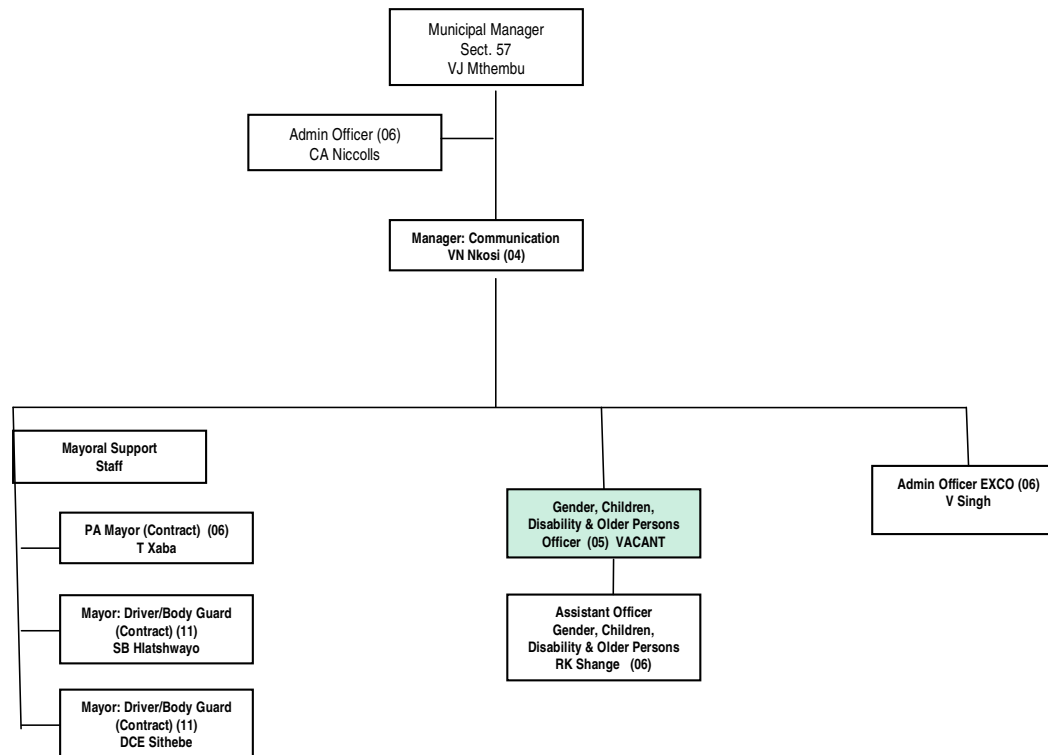
Diseases that can affect displaced populations in disasters

Disease	Symptoms	Environmental risk factors	Health hazards
Acute upper respiratory tract infections	All symptoms of the common cold, fever and heavy coughing. Chest pain and pain between shoulder blades in pneumonia	Crowding, poor hygiene	Influenza and pneumonia may cause severe complications, especially in groups at risk
Diarrhoea	Watery stools at least three times a day, with or without blood or slime. May be accompanied by fever, nausea or vomiting.	Contaminated drinking-water or food, or poor sanitation	Dehydration, especially in children, shown by dark coloration of urine, dry tongue or leathery skin. Severe risk to immunocompromised persons.
Measles	A disease of early childhood, characterized by fever and catarrhal symptoms, followed by maculopapular rash in the mouth.	Crowding, poor hygiene	Severe constitutional symptoms, high case fatality rate
Malaria	Painful muscles and joints, high fever with chills, headache, possibly diarrhoea and vomiting.	Breeding of <i>Anopheles</i> mosquitoes in stagnant water bodies.	Disease may rapidly become fatal, unless medical care is provided within the first 48 hours.
Meningococcal meningitis	Infected persons may show no symptoms for a considerable time. When an epidemic is in progress, headache, fever and general malaise will suggest the diagnosis, which must be confirmed by lumbar puncture.	Crowding.	Often fatal if untreated at an early stage; neurological problems in survivors
Shigella dysentery	Diarrhoea with blood in the stools, fever, vomiting and abdominal cramps.	Contaminated drinking-water or food, or poor sanitation, poor hygiene	Case fatality rate may be high
Viral hepatitis A	Nausea, slight fever, pale-coloured stools, dark-coloured urine, jaundiced eye whites and skin after several days.	Poor hygiene	Long-term disabling effects
Louse borne typhus	Prolonged fever, headache, body pains	Unhygienic conditions leading to lice infestations	May be fatal without treatment
Typhoid fever	Starts off like malaria, sometimes with diarrhoea, prolonged fever, occasionally with delirium.	As for diarrhoea	Without appropriate medical care, may lead to fatal complications in a few weeks

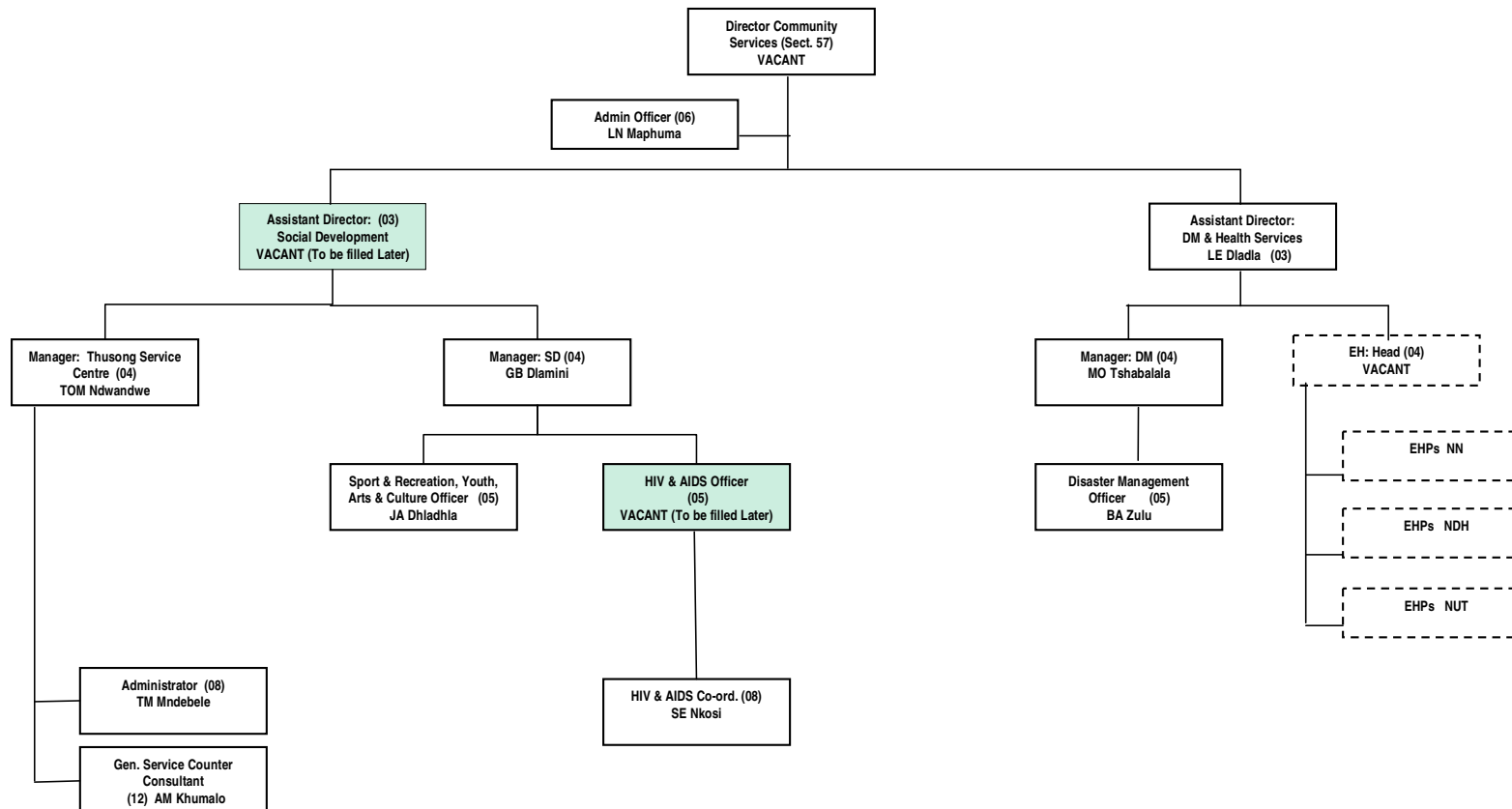
Cholera	Modest fever, severe, but liquid diarrhoea (rice water stools), abdominal spasms, vomiting, rapid weight loss and dehydration.	As for diarrhoea	As for diarrhoea
Diphtheria	Inflamed and painful throat, coughing.	Crowding, poor hygiene	A secretion is deposited in the respiratory tract, which can lead to asphyxiation.
Rabies	Fatigue, disorientation, hyperactivity.	headache, paralysis, host	Bite from infected animal Fatal if untreated.

The following organograms summarise the departmental structure and also indicate vacancies in the organisation:

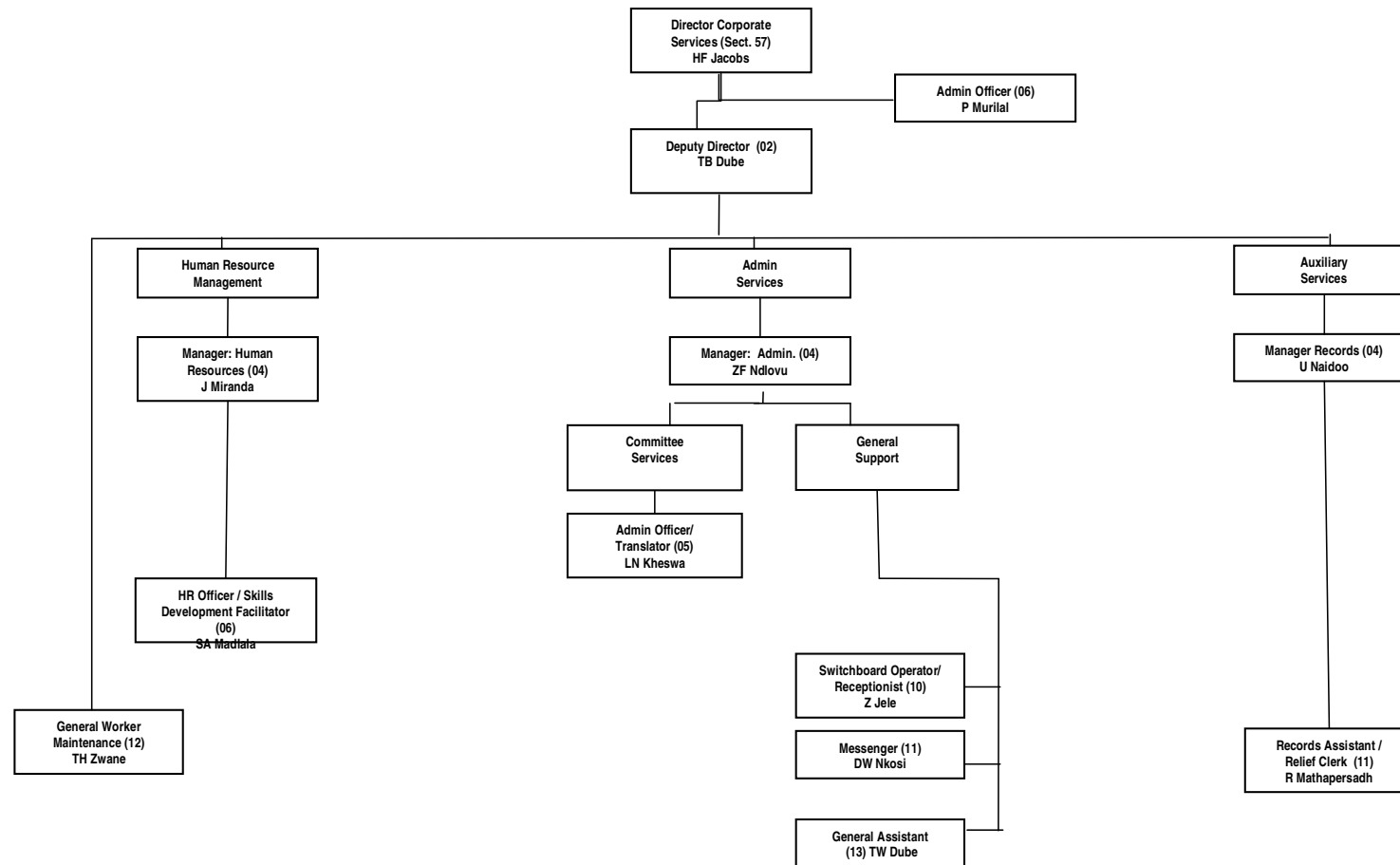
OFFICE OF MUNICIPAL MANAGER



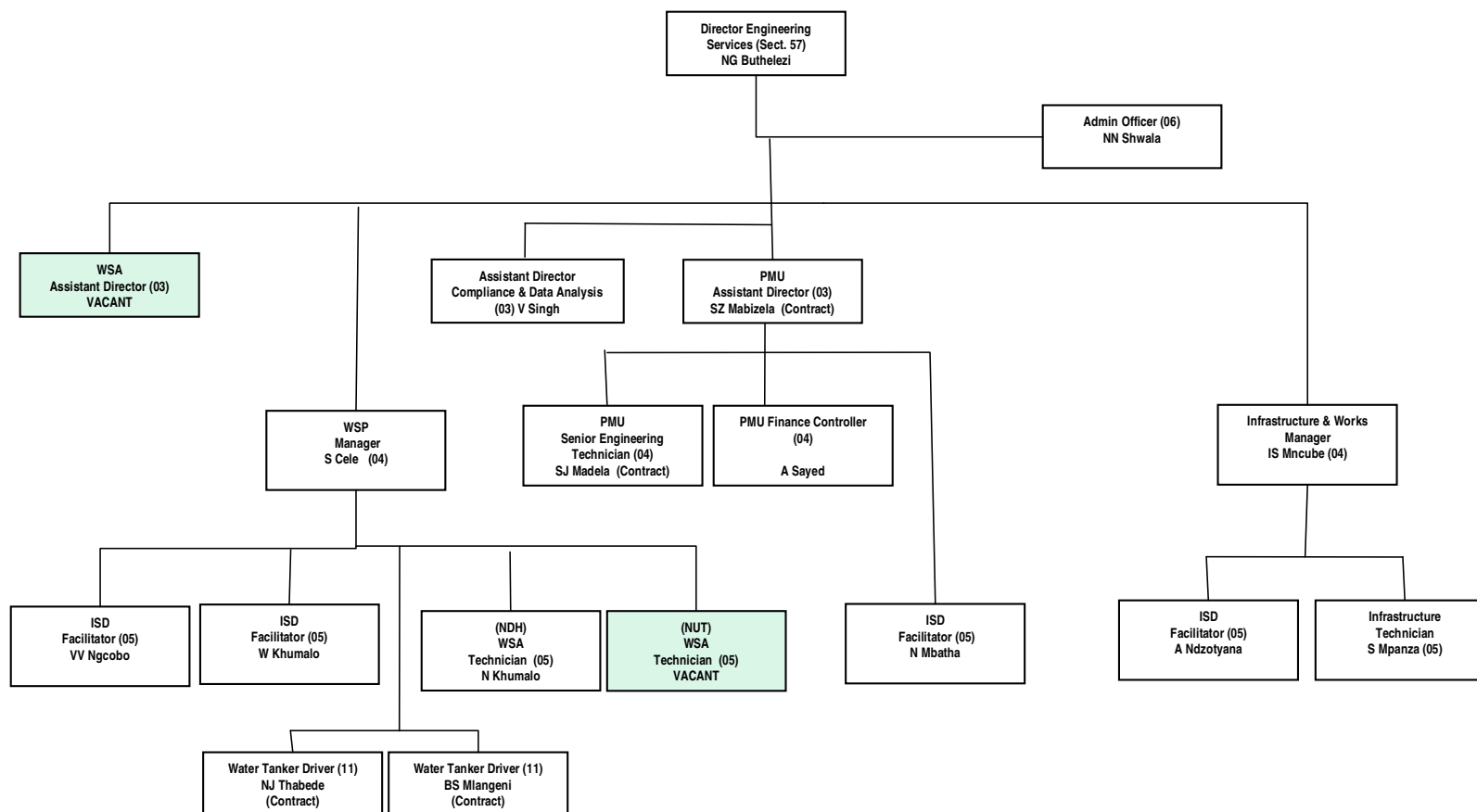
COMMUNITY SERVICES



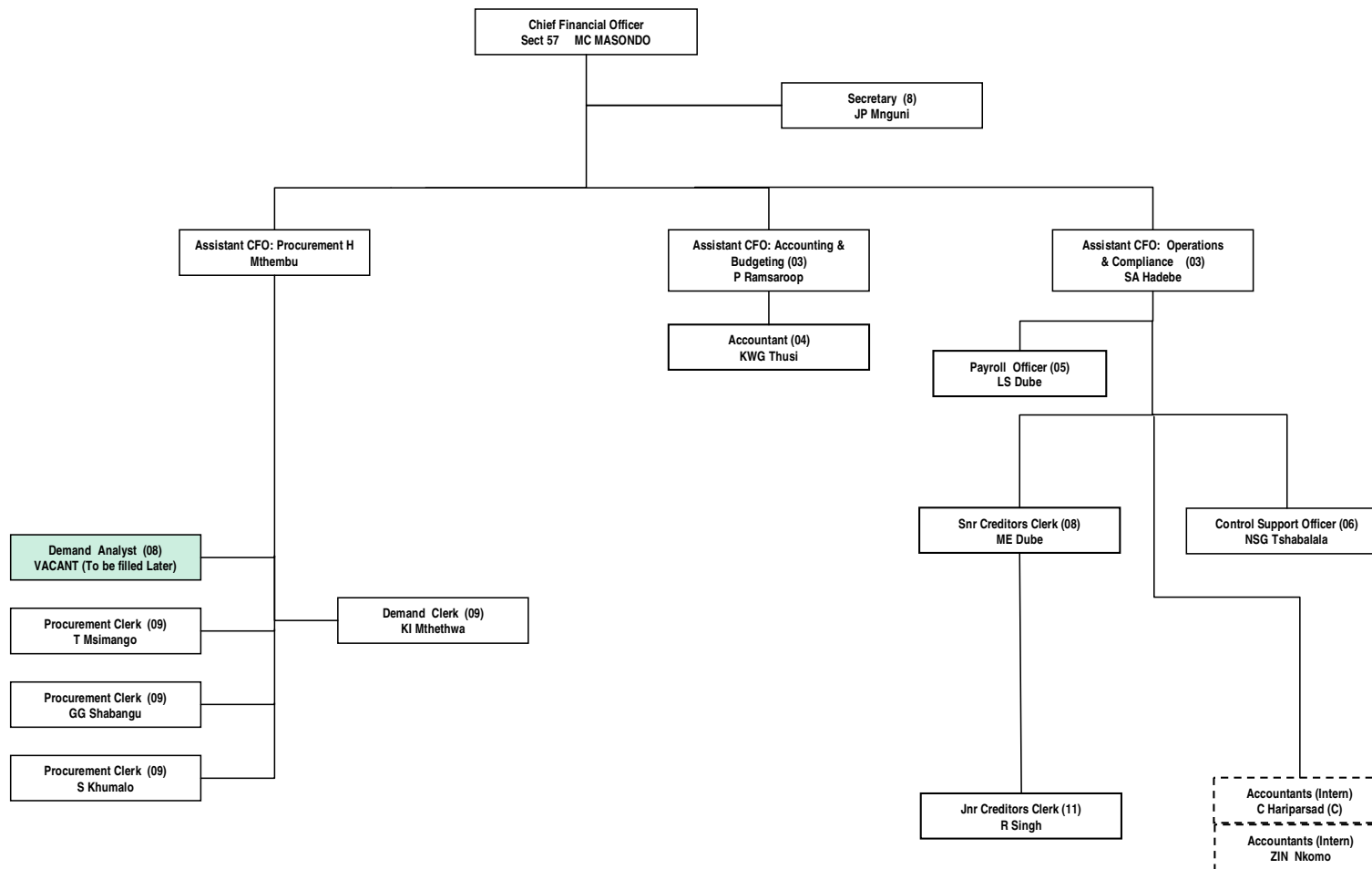
CORPORATE SERVICES



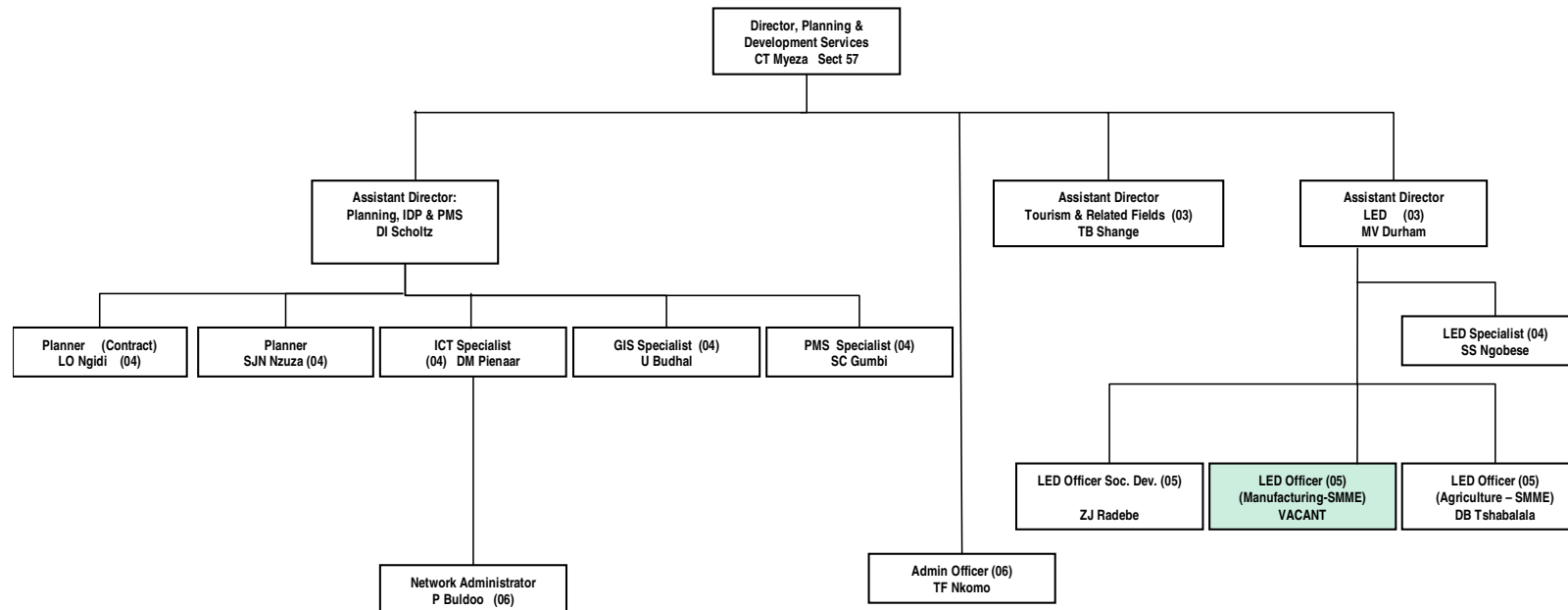
ENGINEERING SERVICES



FINANCIAL SERVICES



PLANNING & DEVELOPMENT SERVICES



K2: POWERS AND FUNCTIONS

LEGISLATION IMPACTING ON THE POWERS & FUNCTIONS OF THE ADM

1.0 THE CONSTITUTION

1.1 OBJECTS OF LOCAL GOVERNMENT

Section 152 of the Constitution deals with the objectives of local government. It indicates that the objectives of local government are:

- i) Provide democratic and accountable government to local communities;
- ii) To ensure the provision of service to communities in a sustainable manner;
- iii) To promote social and economic development;
- iv) To promote a safe and healthy environment; and
- v) To encourage the involvement of communities and community organisations in the matters of local government.

Section 152 concludes by saying that a municipality must strive, within its financial and administrative capacity, to achieve these objectives.

1.2 DEVELOPMENTAL DUTIES OF MUNICIPALITIES

Section 153 indicates that a municipality must:

Structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community; and

Participate in national and provincial development programmes.

1.3 POWERS AND FUNCTIONS OF MUNICIPALITIES

Section 156 deals with powers and functions of a municipality. This section indicates that:

- i) A municipality has executive authority in respect of, and has the right to administer:
 - The local government matters listed in Part B of Schedule 4 and Part B of Schedule 5; and
 - Any other matter assigned to it by national or provincial legislation.
- ii) A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer;
- iii) Subject to Section 151 (4), a by-law that conflicts with national or provincial legislation is invalid.

- iv) The national and provincial governments must assign to a municipality, by agreement and subject to any conditions, the administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 which necessarily relates to local government if:
 - If the matter would most effectively be administered locally; and
 - The municipality has the capacity to administer it.
- v) A municipality has the right to exercise and power concerning a matter reasonably necessary for, or incidental to, the effective performance of its functions.

1.4 SCHEDULE 4: FUNCTIONAL AREAS OF CONCURRENT COMPETENCE

The following is a summary of the local government matters to the extent set out in Section 155 (6)(a) and (7) as highlighted in Part B of Schedule 4:

- Air pollution;
- Building Regulations;
- Childcare facilities;
- Electricity and gas reticulation;
- Firefighting services;
- Local tourism;
- Municipal airports;
- Municipal planning;
- Municipal health services;
- Municipal public transport;
- Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under the Constitution or any other law;
- Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping matters related thereto;
- Storm water management in built-up areas;
- Trading regulations; and
- Water and sanitation services limited to potable water supply system and domestic waste-water and sewerage disposal systems.

1.5 SCHEDULE 5: FUNCTIONAL AREAS OF EXCLUSIVE PROVINCIAL COMPETENCE

The following is a summary of local government powers and functions as set out in Part B of Schedule 5:

- Beaches and amusement facilities;
- Billboards and the display of advertisements in public places;
- Cemeteries, funeral parlours and crematoria;
- Cleansing;
- Control of public nuisances;
- Control of undertakings that sell liquor to the public;
- Facilities for the accommodation, care and burial of animals;
- Fencing and fences;
- Licensing of dogs;

- Licensing and control of undertakings that sell food to the public;
- Local amenities;
- Local sports facilities;
- Markets;
- Municipal abattoirs;
- Municipal parks and recreation;
- Municipal roads;
- Noise pollution;
- Pounds;
- Public places;
- Refuse removal, refuse dumps and solid waste disposal;
- Street trading;
- Street lighting; and
- Traffic and parking.

2.0 THE MUNICIPAL SYSTEMS ACT

Chapter 5, Part 1, and Section 23 of the Municipal Systems Act, which deals with Integrated Development Plans, indicates that Municipal planning must be developmentally oriented:

- 1) A municipality must undertake developmentally-oriented planning so as to ensure that it:
 - (a) Strives to achieve the objects of local government set out in **section 152** of the Constitution;
 - (b) Gives effect to its developmental duties as required by **section 153** of the Constitution; and
 - (c) Together with other organs of state contribute to the progressive realisation of the fundamental rights contained in sections 24, 25, 26, 27 and 29 of the Constitution.

3.0 THE LOCAL GOVERNMENT: MUNICIPAL STRUCTURES ACT

Division of Municipal Functions and Powers in Terms of Section 85(1) of the Local Government: Municipal Structures Act, 1998 (Act No.117 of 1998)

No.	Name of Municipality	The district municipality performs the following local functions defined in the Constitution in the local areas in brackets, and that the local municipalities perform the following district functions defined in the Local Government: Municipal Structures Act, (Act no. 117 of 1998) in their respective local areas:
DC25	Amajuba District Municipality	No local functions allocated to the district to perform on behalf of the local municipalities in the local area
KZ252	Newcastle Municipality	No district functions allocated to the local municipality to perform in its local area
KZ253	Utrecht Municipality	No district functions allocated to the local municipality to perform in its local area
KZ254	Dannhauser Municipality	No district functions allocated to the local municipality to perform in its local area

Source: KZN Provincial Gazette, no.6186 dated 30 June 2003

In terms of Section 84 of the Municipal Structures Act (1998), the District has the following functions and powers:

- (a) Integrated Development Planning for the district municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the district municipality.
- (b) Potable water supply systems.
- (c) Bulk supply of electricity, which includes for the purposes of such supply, the transmission, distribution and, where applicable, the generation of electricity.
- (d) Domestic waste-water and sewage disposal systems.
- (e) Solid waste disposal sites, in so far as it relates to-
 - i. The determination of a waste disposal strategy;
 - ii. The regulation of waste disposal;
 - iii. The establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.
- (f) Municipal roads which form an integral part of road transport system for the area of the district municipality as a whole.
- (g) Regulation of passenger transport services.
- (h) Municipal airports serving the area of the district municipality as a whole.
- (i) Municipal health services.
- (j) Fire fighting services serving the area of the district municipality as a whole, which includes-
 - i. Planning, co-ordination and regulation of fire services;
 - ii. Specialised fire fighting services such as mountain, veld and chemical fire services;
 - iii. Co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures;
 - iv. Training of fire officers.
- (k) The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district.
- (l) The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the district.
- (m) Promotion of local tourism for the area of the district municipality.
- (n) Municipal public works relating to any of the above functions or any other functions assigned to the district municipality.
- (o) The receipt, allocation and, if applicable, the distribution of grants made to the district municipality.

- (p) The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the district municipality in terms of national legislation.

4.0 ENVIRONMENTAL MANAGEMENT ISSUES

4.1 THE CONSTITUTION

Section 24 of the Constitution deals with environmental issue and indicates that everyone has the right:

- i) To an environment that is not harmful to their health or well-being; and
- ii) To have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that:
 - Prevent pollution and ecological degradation;
 - Promote conservation; and
 - Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

4.2 THE NATIONAL HEALTH ACT (61 OF 2003)

Section 32 (1) of the Act indicates that every metropolitan and district municipality must ensure that appropriate municipal health services are effectively and equitably provided in their respective areas.

Section 32 (2) indicates that the relevant member of the Executive Council must assign such health services to a municipality in his/ her province as are contemplated in Section 156 (4) of the Constitution.

Section 32 (3) indicates that an agreement contemplated in Section 156 (4) of the Constitution is known as a service level agreement and must provide for:

- The services to be rendered by the municipality;
- The resources that the relevant member of the Executive Council must make available;
- Performance standards which must be used to monitor services rendered in the municipality; and
- Conditions under which the agreement may be terminated.

Section 34 indicates that until a service level agreement contemplated in Section 32 (3) is concluded, municipalities must continue to provide, within the resources available to them, the health services that they were providing in the year before the Act took effect.

4.3 THE KWAZULU-NATAL HEALTH ACT (4 OF 2000)

In terms of Section 68 (1) of the Act, the Minister may, to realize the intent of Section 24 (a) of the Constitution, make regulations to determine provincial environmental health standards and

the scope of authority, responsibilities and procedures for environmental health officers.

4.4 ENVIRONMENTAL HEALTH PROFESSIONALS (EHP)

Environmental health is a statutory function. Apart from the appointment of an environmental health professional (EHP) in terms of the Health Act 1977 (Act 63 of 1977), and his conduct in terms of regulations attached thereto, a variety of other statutes require the services of EHP's for their execution in part or as a whole. These include:

- Foodstuffs, Cosmetics and Disinfectants Act 1972 (Act 54 of 1972) and amendments
- Occupational Health and Safety Act 1993 (Act 85 of 1993) and amendments
- Atmospheric Pollution Prevention Act 1965 (Act 45 of 1965) and amendments
- National Building Regulations & Building Standards Act 1977 (Act 103 of 1977) and amendments
- Tobacco Products Control Act 1993 (Act 83 of 1993) and amendments
- Businesses Act 1991 (Act 71 of 1991) and amendments
- Meat Safety Act 2000 (Act 40 of 2000) and amendments
- Abattoir Hygiene Act 1992 (Act 121 of 1992) and amendments
- Cemeteries and Crematoria Act (KZN)
- Municipal By-Laws (various)

K3: PROJECTS PER SECTOR PLAN

IDP PROJECTS IDENTIFIED IN THE AMAJUBA SECTOR PLANS

SECTOR PLAN NAME: Public Transport Plan Review			
Name of Facility	Number of Passengers	Type of Improvement	Expected Cost
Top Rank	3374	New Ranking facility	> R 1.5 mil
Dannhauser Bus Rank	2595	New Ranking facility	> R 1.5 mil
9 Mile Rank	1738	New Ranking facility	Between R 1 mil and R1.5 mil
Madadeni sec 4&5	1018	New Loading facility	Less than R 1 mil
Moyomuhle Rank	703	New Ranking facility	Between R 1 mil and R 1.5 mil
Madadeni Sec 7	N/A	New Ranking facility	Less than R 1 mil
Dannhauser Taxi Rank	1728	Rank upgrade	Less than R 1 mil
Additional Ranking facility – New Castle Taxi/Bus rank	>32 000	Additional ranking facility	> R 1.5 mil
Bus and Taxi rank at Amantungwa	N/A	New Ranking facility	Less than R1 mil
Shelters and seating at pick points on PT routes in rural areas	N/A	Shelters and seating	Less than R 1 mil

SECTOR PLAN NAME: Public Transport Plan Review		
PUBLIC TRANSPORT CORRIDOR ID	PASSENGER VOLUMES	EXPECTED COST
P02 (Newcastle Municipal Area)	> 35 000	Between R 200 000 and R 300 000
P05 and P06 (Newcastle to Utrecht via MR483)	> 55 000	Between R 350 000 and R 500 000
S04 (Osizweni to Mdakane)	> 21 000	Between R 200 000 and R 300 000
S05 (Mdakane to Dannhauser)	> 15 000	Between R 200 000 and R 300 000
T02 (Mdakane to P34-2)	> 10 000	Between R 200 000 and R 300 000
/investigation input the Feasibility of reinstating the Commuter rail service	> 20 000	Between R 350 000 and R 500 000

SECTOR PLAN NAME: Amajuba Agricultural Development Plan				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST (R)
1	Bio Diesel Processing / Soya Production	SIYANDA	District Wide	350 000 000
6	Dairy Processing Plant & Production Parlors	NYIKA Resources	District Wide	900 000 000
4	Irrigation	Buffalo Flats Farmer Development	Dannhauser/Utrecht	180 000 000
2	Tomato Production / Processing Plant/ Dried Tomato for Export	Amajuba Tomato Project	District Wide	20 000 000
3	Aqua Culture	Amajuba Aqua Culture Project	District Wide	240 000 000
9	30 000 Bird Poultry Units	Amajuba Poultry Projects	District Wide	7 000 000
8	300 sow unit Piggery	Amajuba Piggery Project	District Wide	15 000 000
7	1200 Beast Feedlot	Amajuba Feedlot Project	District Wide	6 000 000
10	Development of Herb Production	Amajuba Herb Project	District Wide	3 000 000
11	Development of new Crops as Identified in the Agric Plan	Amajuba New Crop Project	District Wide	10 000 000
5	Emerging Farmer Development Horn River Dam / Irrigation Project	Horn River Project	Newcastle	200 000 000
Total				1 931 000 000

SECTOR PLAN NAME: Amajuba Local Economic Development Plan				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST (R)
1	Small Enterprise Development Agency	Amajuba Small Enterprise Development Agency	District Wide	6 000 000
2	Regional Development Agency	Amajuba Regional Development Agency (ARDA)	District Wide	12 000 000
2	ARDA Implementation Plan	ARDA	District Wide	600 000
2	Manufacturing Development Plan	Amajuba Manufacturing Development Plan	District Wide	350 000
3	Dried Tomato Production & Processing Feasibility Study	Amajuba Tomato Project	District Wide	350 000
4	Regional Market Feasibility Study	Amajuba Regional Market	District Wide	380 000
5	Regional Market Implementation	Amajuba Regional Market	District Wide	20 000 000
1	Co Funding for LED Grants (Gijima & DBSA)	Amajuba Sector Plans	District Wide	800 000
1	Led Facilitation & Project Support (Co Funding Implementation of Gijima & Other)	Amajuba LED Facilitation & Support	District Wide	5 000 000
Total				45 480 000

SECTOR PLAN NAME: Amajuba Tourism Development Plan				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST (R)
1	Tourism Route Development	Amajuba Route	District Wide	150 000 (complete)
2	Detailed Battlefields Development Plan	Amajuba Battlefields Development Plan	District Wide	150 000 (complete)
3	Tourism Signage Development Plan	Amajuba Tourism Signage Development Plan	District Wide	150 000 (complete)
4	Marketing	Amajuba Tourism Marketing	District Wide	300 000
5	Kiosk Development	Amajuba Tourism Kiosk / information stations	District Wide Nobiouring districts	500 000
6	Precent Development (infrastructure)	Newcastle Precent Development	Newcastle	4 000 000
Total				5 250 000

SECTOR PLAN NAME: Amajuba Battlefields Development Plan				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST (R)
1	Battlefields Development	Upgrade Schuinshoogte Battlefield	Newcastle	50 000
2	Battlefields Development	Upgrade Amajuba Hill Battlefield	Newcastle	270 000
3	Battlefields Development	Upgrade Fort Amiel and Cemetery	Newcastle	240 000
4	Battlefields Development	Upgrade O'Niels Cottage	Newcastle	1 200 000
5	Battlefields Development	Upgrade Bothas Pass (viewpoint)	Newcastle	30 000
6	Battlefields Development	Upgrade Langs Nek Battlefield	Newcastle	990 000
7	Battlefields Development	Upgrade Mount Prospect Cemetery	Newcastle	1 415 000
8	Battlefields Development	Upgrade Newcastle Armoury	Newcastle	130 000
Total				4 325 000

SECTOR PLAN NAME: Amajuba Tourism Signage Development Plan				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST (R)
1	Management	Tourism Signage Management	District Wide	102 150
2	Marketing	Development of Maps and Brochures	District Wide	200 000
3	Signage	Signage Implementation	District Wide	62 700
4	Signage	Route Signage	District Wide	860 165
5	Support	Technical support	District Wide	22 800
Total				1 247 815

SECTOR PLAN NAME: PUBLIC TRANSPORT PLAN				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST
A ¹⁴	State of Readiness	Workshop with TAXI operators	ADM	R40, 000.00
A	State of Readiness	Workshop with BUS operators	ADM	R40, 000.00
A	State of Readiness	Section 78 Assessment	ADM	R500, 000.00
B ¹⁵	Facility	Top Rank (New)	Newcastle	R2,000 000.00
B	Facility	Dannhauser BUS Rank	Dannhauser	R2,500 000.00
B	Facility	9 Mile Rank	Newcastle	R1,500 000.00
C ¹⁶	Facility	Madadeni Section 4&5 New Rank	Newcastle	R1,000 000.00
B	Facility	Moyomuhle Rank	Newcastle	R1,500 000.00
C	Facility	Madadeni Section 7 New Rank	Newcastle	R1,000 000.00
C	Facility	Dannhauser TAXI Rank	Newcastle	R750,000.00
A	Road	P 272	Dannhauser	R10 000 000.00
A	Road/Bridge	Madadeni Bridge Link	Newcastle	R20,000 000.00
B	Road	9 Mile to Kilbargan	Newcastle	R15,000 000.00
A	Road	Utrecht to Wakkerstroom	Utrecht	R60,000 000.00
A	Planning	Public Transport Corridor study 1: P02	Newcastle	R 300 000.00
A	Planning	Public Transport Corridor study 2: P05&06	Newcastle to Utrecht via MR 483	R 500 000.00
A	Planning	Public Transport Corridor study 3: 84	Newcastle & Dannhauser	R 300 000.00
A	Planning	Public Transport Corridor study 4: 55	Dannhauser	R 300 000.00
A	Planning	Public Transport Corridor study 5: T02	Dannhauser	R 300 000.00

¹⁴ Projects to be implemented within the next 3 years.

¹⁵ Projects to be implemented between 3 to 5 years.

¹⁶ Projects to be implemented after 5 years.

SECTOR PLAN NAME: CEMETERY PLAN				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST
	Facility	Ngagane Cemetery	Newcastle	
	Facility	Charlestown Cemetery	Newcastle	
	Facility	Ingogo Cemetery	Newcastle	
	Facility	Hilltop Cemetery	Dannhauser	
	Facility	Kliprand Cemetery	Dannhauser	
	Facility	Fairbreeze Cemetery	Dannhauser	
	Facility	Amantungwa Cemetery	Utrecht	
	Facility	Mabaso Cemetery	Utrecht	
	Facility	Kingsley Cemetery	Utrecht	
	Facility	Ndlamlenze Cemetery	Utrecht	
	Facility	Shabalala Cemetery	Utrecht	

SECTOR PLAN NAME: Extended Public Works Programme					
	PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST-Estimated
1	Gavin Farm	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
2	Gavin Farm	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
3	Gavin Farm	Roads EPWP	Gavin farm culvert Rd No. 2	Dannhauser LM	R 20 000.00
4	Gavin Farm	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
5	Gavin Farm	Roads EPWP	Gavin farm Bridge Rd No. 3	Dannhauser LM	R 40 000.00
6	Dundee drive in	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
7	Dundee drive in	Roads EPWP	Dundee drive in bridge Rd No 3	Dannhauser LM	R 40 000.00
8	Cadwell	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
9	Cadwell	Roads EPWP	Cadwell culvert Rd No. 1	Dannhauser LM	R 20 000.00
10	Bonga Bisyo	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
11	Klipproet	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
12	Klipproet	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
13	Klipproet	Roads EPWP	Klipproet bridge Rd No. 2	Dannhauser LM	R 40 000.00
14	Klipproet	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
15	Klipproet	Roads EPWP	Klipproet bridge Rd No. 3	Dannhauser LM	R 40 000.00
16	Sleeve Donald	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
17	Sleeve Donald	Roads EPWP	Sleeve donald bridge Rd No. 3	Dannhauser LM	R 40 000.00
18	Sleeve Donald	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
19	Sleeve Donald	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
20	Sleeve Donald	Roads EPWP	Grading Rd No. 4	Dannhauser LM	R 2800.00
21	Millford	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
22	Millford	Roads EPWP	Millford bridge Rd No. 1	Dannhauser LM	R 40 000.00
23	Lydybank	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
24	Lydybank	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
25	Moy Farm	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00

SECTOR PLAN NAME: Extended Public Works Programme					
	PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST-Estimated
26	Moy Farm	Roads EPWP	Moy Farm bridge Rd No. 1	Dannhauser LM	R 40 000.00
27	Moy Farm	Roads EPWP	Moy Farm culvert Rd No. 1	Dannhauser LM	R 20 000.00
28	Moy Farm	Roads EPWP	Moy Farm culvert Rd No. 1	Dannhauser LM	R 20 000.00
29	Moy Farm	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
30	Moy Farm	Roads EPWP	Moy Farm culvert Rd No. 2	Dannhauser LM	R 20 000.00
31	Moy Farm	Roads EPWP	Moy Farm culvert Rd No. 2	Dannhauser LM	R 20 000.00
32	Jessie	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
33	Jessie	Roads EPWP	Jessie culvert Rd No. 1	Dannhauser LM	R 20 000.00
34	Jessie	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
35	Jessie	Roads EPWP	Jessie culvert Rd No. 2	Dannhauser LM	R 20 000.00
36	Jessie	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
37	Jessie	Roads EPWP	Jessie culvert Rd No. 3	Dannhauser LM	R 20 000.00
38	Rutland	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
39	Rutland	Roads EPWP	Rutland culvert Rd No. 1	Dannhauser LM	R 20 000.00
40	Rutland	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
41	Rutland	Roads EPWP	Rutland culvert (x 4) Rd No. 2	Dannhauser LM	R 80 000.00
42	Rutland	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
43	Rutland	Roads EPWP	Rutland culvert (x 3) Rd No. 3	Dannhauser LM	R 60 000.00
44	Emfundweni	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
45	Emfundweni	Roads EPWP	Emfundweni Bridge Rd No. 1	Dannhauser LM	R 40 000.00
46	Flint	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
47	Flint	Roads EPWP	Flint culvert Rd No. 2	Dannhauser LM	R 20 000.00
48	Annville	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
49	Annville	Roads EPWP	Annville Bridge (x2) Rd No. 1	Dannhauser LM	R 80 000.00
50	Annville	Roads EPWP	Annville culvert (x2) Rd No. 1	Dannhauser LM	R 40 000.00

SECTOR PLAN NAME: Extended Public Works Programme					
	PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST-Estimated
51	Nellville	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
52	Nellville	Roads EPWP	Nellville culvert (x2) Rd No. 2	Dannhauser LM	R 40 000.00
53	Nkosibovu	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
54	Nkosibovu	Roads EPWP	Nkosibovu culvert (x2) Rd No. 3	Dannhauser LM	R 40 000.00
55	Springbok laagte	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
56	Springbok laagte	Roads EPWP	Springbok laagte culvert (x2) Rd No. 1	Dannhauser LM	R 40 000.00
57	Greenock	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
58	Greenock	Roads EPWP	Greenock culvert Rd No. 2	Dannhauser LM	R 20 000.00
59	Greenock	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
60	Greenock	Roads EPWP	Greenock culvert Rd No. 3	Dannhauser LM	R 20 000.00
61	Uitsig	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
62	Uitsig	Roads EPWP	Uitsig culvert (x2) Rd No. 1	Dannhauser LM	R 40 000.00
63	Blackbank	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
64	Blackbank	Roads EPWP	Blackbank culvert (x2) Rd No. 2	Dannhauser LM	R 40 000.00
65	Fairbreeze	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
66	Fairbreeze	Roads EPWP	Fairbreeze culvert (x2) Rd No. 3	Dannhauser LM	R 40 000.00
67	Grootgeluck	Roads EPWP	Grading Rd No. 1	Dannhauser LM	R 2800.00
68	Grootgeluck	Roads EPWP	Grootgeluck bridge Rd No. 1	Dannhauser LM	R 40 000.00
69	Grootgeluck	Roads EPWP	Grootgeluck culvert (x2) Rd No. 1	Dannhauser LM	R 40 000.00
70	Kheshe	Roads EPWP	Grading Rd No. 2	Dannhauser LM	R 2800.00
71	Kheshe	Roads EPWP	Kheshe bridge Rd No. 2	Dannhauser LM	R 40 000.00
72	Kheshe	Roads EPWP	Kheshe culvert (x2) Rd No. 1	Dannhauser LM	R 40 000.00
73	Uitkyk	Roads EPWP	Grading Rd No. 3	Dannhauser LM	R 2800.00
74	Uitkyk	Roads EPWP	Uitkyk culvert (x2) Rd No. 3	Dannhauser LM	R 40 000.00

SECTOR PLAN NAME: Extended Public Works Plan (EPWP)					
	PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST-Estimated
1	Lesley	Roads EPWP	Grading Rd No. 1	Newcastle LM	R 2800.00
2	Lesley	Roads EPWP	Lesley culvert Rd No. 1	Newcastle LM	R 20 000.00
3	Hlololwazi	Roads EPWP	Grading Rd No. 2	Newcastle LM	R 2800.00
4	Hlololwazi	Roads EPWP	Hlololwazi culvert Rd No. 1	Newcastle LM	R 20 000.00
5	Mdozo	Roads EPWP	Grading Rd No. 3	Newcastle LM	R 2800.00
6	Mdozo	Roads EPWP	Mdozo culvert Rd No. 1	Newcastle LM	R 20 000.00
7	Jackals farm	Roads EPWP	Grading Rd No. 1	Newcastle LM	R 2800.00
8	Jackals farm	Roads EPWP	Lesley culvert (x4) Rd No. 1	Newcastle LM	R 80 000.00
9	Johnston farm	Roads EPWP	Grading Rd No. 2	Newcastle LM	R 2800.00
10	Johnston farm	Roads EPWP	Johnston farm culvert Rd No. 2	Newcastle LM	R 20 000.00
11	Johnston farm	Roads EPWP	Grading Rd No. 3	Newcastle LM	R 2800.00
12	Johnston farm	Roads EPWP	Johnston farm culvert Rd No. 3	Newcastle LM	R 20 000.00
13	Thego	Roads EPWP	Grading Rd No. 1	Dannhauzer LM	R2800.00
14	Thego	Roads EPWP	Thego culvert Rd No. 1	Newcastle LM	R 20 000.00
15	Emahalizhomeni	Roads EPWP	Grading Rd No. 2	Dannhauzer LM	R2800.00
16	Emahalizhomeni	Roads EPWP	Emahalizhomeni culvert Rd No. 2	Newcastle LM	R 20 000.00
17	AME church rd	Roads EPWP	Grading Rd No. 3	Newcastle LM	R 2800.00
18	AME church rd	Roads EPWP	AME church rd culvert Rd No. 3	Newcastle LM	R 20 000.00
19	9-Mile	Roads EPWP	Grading Rd No. 1	Dannhauzer LM	R2800.00
20	9-Mile	Roads EPWP	9-Mile bridge Rd No. 1	Dannhauzer LM	R 40 000.00
21	9-Mile	Roads EPWP	Grading Rd No. 2	Dannhauzer LM	R 2800.00
22	9-Mile	Roads EPWP	9-Mile culvert Rd No. 2	Dannhauzer LM	R 20 000.00
23	9-Mile	Roads EPWP	Grading Rd No. 3	Dannhauzer LM	R 2800.00
24	Shabalala-Masondezi	Roads EPWP	Grading Rd No. 1	Dannhauzer LM	R 2800.00
25	Nondela-Soul City	Roads EPWP	Grading Rd No. 2	Dannhauzer LM	R 2800.00
26	Riversmith-Soul City	Roads EPWP	Grading Rd No. 3	Dannhauzer LM	R 2800.00

SECTOR PLAN NAME: Extended Public Works Plan (EPWP)					
	PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST-Estimated
27	Riversmith-Soul City	Roads EPWP	Riversmith culvert Rd No. 3	Dannhauzer LM	R 20 000.00

ESDP PROJECTS

2007/2008

LOCAL MUNIC	PROJECT NAME	NO. OF CONNECTIONS	COST PER CONNECTION	TOTAL PROJECT COSTS
NEWCASTLE	MADADENI D	193	R 4,179.00	R 806,547.00
NEWCASTLE	OSIZWENI D & E	911	R 4,817.00	R 4,388,371.00
NEWCASTLE	CHARLESTOWN	300	R 2,412.00	R 723,580.00
NEWCASTLE	MADADENI K	1,400	R 2,029.00	R 2,840,350.00
NEWCASTLE	DRYCOT	406	R 2,532.00	R 1,027,963.00
NEWCASTLE	JACKALSPAN	608	R 2,748.00	R 1,670,536.00
NEWCASTLE	BOSWITH	310	R 2,554.00	R 791,766.00
NEWCASTLE	FAIRVIEW	308	R 4,435.00	R 1,365,980.00
SUBTOTAL		6,039		R 16,665,568.00
UTRECHT	EMXHAKENI	502	R 3,081.00	R 1,546,851.00
SUBTOTAL		502		R 1,546,851.00
DANNHAUSER	MAFAHLAWANA	165	R 4,136.00	R 682,392.00
DANNHAUSER	SPRINGBOKE	120	R 7,263.00	R 871,508.00
DANNHAUSER	ALCORKSPRUIT	476	R 4,352.00	R 2,071,552.00
SUBTOTAL		761		R 3,625,452.00
TOTAL				R 21,837,871.00

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
COMMITTED PROJECTS (projects in process)				
1	Water	Ngagane Bulk Water Supply Scheme Phase 4: Including	Dannhauser	R 14 355 891
		Karachi		
		Ironside Brae		
		Uitzicht		
		Shepstone Lake		
		Kaalvlakte		
		Cloneen		
		Drangaan		
		Vaalbank		
2	Water	Ngagane 1 (Ngagane Phase 2B Water Retic): Including	Dannhauser	R 13 340 623
		Clare		
		Naas		
		Springboklaagte		
		Surrey		
		Spookmill		
		Kent		
		Donker		

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
3	Sanitation	Naas / Surrey Sanitation: Including	Dannhauser	R 2 407 202
		Naas (500 VIPs)		
		Surrey (74 VIPs)		
		Donker (110 VIPs)		
		Springbok (1 220 VIPs)		
		Spookmill (42 VIPs)		
		Kent (20 VIPs)		
4	Sanitation	Inverness Household Sanitation: Including	Dannhauser	R 7 521 600
		Inverness (1 154 VIPs)		
		Clare (60 VIPs)		
		Birkenstock (500 VIPs)		
		Kaalvlakte (36 VIPs)		
		Grootgeluk (580 VIPs)		
		Nkanini/Milliebult (200 VIPs)		
		Eastbourne (504 VIPs)		
5	Water	Amajuba Rudimentary: Including		R 2 723 760
		Streetfontain	Wakkerstroom	
		New Boreholes	Newcastle	
		New Boreholes	Utrecht	
		New Boreholes	Dannhauser	

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
6	Water	Alcockspruit Reticulation: Including	Dannhauser	R 1 925 139
		Alcockspruit		
		Bosworth		
7	Water	Amajuba Small Schemes: Including		R 3 965 087
		Blaaubosch Cavan Johnstown	Newcastle	
		Steildrift	Dannhauser	
		Fairbreeze A	Dannhauser	
		Fairbreeze B	Dannhauser	
		Fairbreeze C	Dannhauser	
		Amantungwa	Utrecht	
		Tanker Services	tbd	
		Yenzanawe (Jakkalspan)	Newcastle	
		Riversmeet	Newcastle	
		Witteklip	Newcastle	
		Fairview	Dannhauser	
		Ubuhlebomzinyathi	tbd	
		Groenvlei	Utrecht	
		Zaaihoek	Utrecht	
		Eastbourne farm ext.	Dannhauser	

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
		Verdriet	Dannhauser	
		Normandien	Newcastle	
		Inkululeko Yomphakathi	tbd	
		Milford Eskom Scheme	Dannhauser	
		Fairleigh	tbd	
		Majorisu Hall Connection	Newcastle	
		Annandale	Dannhauser	
		Emfundweni	tbd	
		Mabaso - Production Borehole	Utrecht	
		Mbatha - Production Borehole	Utrecht	
		Nzima - Production Borehole	Utrecht	
		Shabalala - Production Borehole	Utrecht	
8	Water	Amajuba Drought Relief: Including		R 2 500 000
		Provision for Schools	Utrecht	R 248 088
		Utrecht Schools		
		Ngcaka School		
		Protes School		
		Sibabe School		
		Gelykwater School		
		Lembe School		
		Waterval School		
		Dannhauser Schools	Dannhauser	R 415 716

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
9	Sanitation	Clinic Sanitation		R 878 500
		which clinics to be determined		
10	Water	Utrecht Storage Dam (Rehabilitation)	Utrecht	R 1 300 000
		Buffalo Flats Bulk and Retic		R 136 449 919
11	Water	Buffalo Flats BULK, including:	Dannhauser	R 45 987 368
		Phase 1: Kilkeel to Blackbank		
		Blackbank / Ngagane Bulk ring		
		Springboklaagte / Cupar		
		South Western		
		South Eastern		
		Ngagane Bulk / Annandale link)		
12	Water	Reticulation (can be linked off existing Ngagane Bulk):	Dannhauser	R 17 699 355
		Including		
		Alleen 1		
		Alleen 2		
		Annieville		
		Poona		
		Jessie		
		Nellie Valley		
		Vlaklaagte		

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
13	Water	Reticulation (can be linked off Kilkeel/Blackbank Bulk): Including	Dannhauser	R 33 931 157
		Blackbank		
		Fairbreeze (additional)		
		Kilkeel		
		Uitkyk		
14	Water	Reticulation (link off Springboklaagte / Cupar Bulk): Including	Dannhauser	R 5 602 663
		Greenock		
		Bluff (Banff)		
		Clifton		
		Cupar		
		Newport		
15	Water	Reticulation (link off South Eastern Bulk): Including	Dannhauser	R 18 796 895
		Patricia Hill		
		Moy		
		Thirst Village		
		Ennis		
		Rutland		
		Flint		
		Emasimini 1		
		Emasimini 2		
		Ladybank		
		Perth 1		
		Perth 2		

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
		The Curragh		
		Dorset		
		Devon 1		
		Devon 2		
		Chester		
		Wilts		
		Milford		
		Clones		
		Cork		
		Uitkyk 2		
		Nyanyadu		
		Mullingar		
		Westport		
16	Water	Reticulation (link off South Western Bulk): Including	Dannhauser	R 12 137 943
		Mourne		
		Hilltop		
		Goudine		
		Verdriet		
		Strijbank		
		Mount Johanna 1		
		Mount Johanna 2		
		Kempshoek		
		Slieve Donald		

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
17	Water	Reticulation (link off Ngagane Bulk / Annandale link): Including	Dannhauser	R 2 144 538
		Annandale 2		
		Rooiport		
		Doornsluiten		
		Diepsluiten		
18	Water	Amantungwa Bulk Services Business Plan	Utrecht	R 150 000
		Amajuba Household Sanitation		
19	Sanitation	Phase 1 (areas in the process of being supplied with water): Including	Utrecht	
		Fairbreeze		R 2 010 000
		Alcockspruit/Kopje		R 1 800 000
		Karachi		R 1 560 000
		Ironside Brae		R 450 000
		Uitzicht		R 420 000
		Shepstone Lake		R 429 000
		Cloneen		R 1 140 000
		Drangaan		R 405 000
		Vaalbank		R 1 440 000

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
20	Sanitation	Phase 2 (areas that can be supplied with water off existing Ngagane Bulk): Including	Utrecht	
		Alleen 1		R 1 140 000
		Alleen 2		R 690 000
		Annieville		R 9 000 000
		Poona		R 66 000
		Jessie		R 330 000
		Nellie Valley		R 1 200 000
		Vlaklaagte		R 939 000
21	Sanitation	Phase 3 (areas that can be supplied with water off Kilkeel/Blackbank bulk): Including	Utrecht	
		Blackbank		R 5 400 000
		Kilkeel		R 6 000 000
		Uitkyk		R 204 000
22	Sanitation	Phase 4 (areas that can be supplied with water off Springboklaagte/Cupar bulk): Including	Utrecht	
		Greenock		R 330 000
		Bluff (Banff)		R 540 000
		Clifton		R 360 000
		Cupar		R 375 000
		Newport		R 90 000

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
23	Sanitation	Phase 5 (areas that can be supplied with water off South Eastern Bulk): Including	Utrecht	
		Patricia Hill (Peech		R 873 000
		Moy		R 345 000
		Thirst Village		R 1 170 000
		Ennis		R 9 000
		Rutland		R 1 800 000
		Flint		R 1 170 000
		Ladybank		R 930 000
		Perth 1		R 132 000
		Perth 2		R 660 000
		The Curragh		R 642 000
		Dorset		R 450 000
		Devon 1		R 33 000
		Devon 2		R 105 000
		Chester		R 93 000
		Wilts		R 216 000
		Milford		R 369 000
		Clones		R 660 000
		Cork		R 129 000
		Uitkyk 2		R 156 000
		Mullinger		R 177 000
		Westport		R 72 000

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PROPOSED PROJECTS (registration / business plan stage)				
24	Sanitation	Phase 6 (areas that can be supplied with water off South Western Bulk): Including	Utrecht	
		Mourne		R 192 000
		Hilltop		R 750 000
		Goudine		R 735 000
		Verdriet		R 2 670 000
		Mount Johanna 1		R 138 000
		Mount Johanna 2		R 288 000
		Kempshoek		R 63 000
		Slieve Donald		R 327 000
25	Sanitation	Phase 7 (areas that can be supplied with water off Ngagane Bulk / Annandale link): Including	Utrecht	
		Annandale (1)		R 630 000
		Annandale (2)		R 450 000
		Rooiport		R 108 000
		Diepsluiten		R 111 000
26	Sanitation	Phase 8 (outlying areas): Including	Utrecht	
		Bismark		R 48 000
		Gretna		R 66 000
		Kliprose		R 90 000
		Mhlaba		R 450 000
		Mossdale		R 93 000
		Rhena		R 75 000
		Trimkork		R 1 530 000

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
IMMINENT PROJECTS (funding to be allocated)				
27	Water	Yard Connection Pilot Project: Including		R 991 858
		Shepstone Lake		
		Fairbreeze		
28	Water	Supply a basic water service to Impophoma (Bulk and Retic)	Utrecht	R 1 565 797
29	Water	Supply a basic water service to Wit Umfolozi (Bulk and Retic)	Utrecht	R 1 607 186
30	Sanitation	Impophoma sanitation	Utrecht	R 285 000
31	Sanitation	Wit Umfolozi sanitation	Utrecht	R 420 000
32	Water	Replace old AC Pipes in Utrecht, Goedehoop, Bensdorp	Utrecht	R 500 000

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
PRIORITIZED PROJECTS (funding to be allocated)				
33	Water	Amantungwa Bulk through Ngagane WPP / Utrecht WPP regionalization project (by utilizing the existing Witteklip P/S and pump line to provide purified water to Utrecht)	Utrecht	R 19 421 289
		Design		
		Link the Buffalo Flats bulk pipeline with the existing Witteklip P/S		
		Provide a reservoir at existing Witteklip P/S		
		Provision to convert Witteklip P/S and Utrecht WPP		
		Provision for dual line up to Amantungwa (raw water supply)		
34	Water	Amantungwa Reticulation: Including	Utrecht	R 7 539 740
		Magdalele/Ezimbuthu		
		Sandspruit		
		Berouw		
		Vaalbank		
35	Water	Supply a basic water service to Groenvlei: Including	Utrecht	R 8 275 608
		Bulk		
		Groenvlei reticulation		
		Shabalala reticulation		
36	Water	Provide water to 523 lots at Kingsley: Including	Utrecht	R 4 184 000
		Bulk		
		Kingsley		

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
37	Water	Provision of water at Nkosi Maboso: Including Bulk Mabaso	Utrecht	R 4 618 384
38	Sanitation	Provision of sanitation to 523 lots at Kingsley	Utrecht	R 3 138 000
39	Water & Sa	Goedehoop Ext Water & Sanitation	Utrecht	tbd
40	Water & Sa	Emalahleni Water & Sanitation (30 lots)	Utrecht	tbd
41	Sanitation	Install a sewerage network for Bensdorp	Utrecht	R 6 846 246
42	Water	Create pressure zones in Utrecht Town	Utrecht	tbd
43	Water	Provision of Water to Farmland / Labour Tenants: Including Willachie Farm Strydfontein Prischwaagd Endwakazana Ballespruit Gumba Grove Odoland/Enkulukweni Magdalela/Ezumbuthu Doornkop Mange Rooival Boshvlei Novembersdrift Magdalane Groethoek etc	Utrecht	R 6 924 924

PROJECTS EMINATING FROM THE AMAJUBA SECTOR PLANS				
SECTOR PLAN NAME: AMAJUBA WSDP REVIEW 2005				
PRIORITY RANKING FOR THE PROJECT IN THE SECTOR PLAN	PROJECT TYPE	PROJECT NAME	MUNICIPAL AREA	PROJECT COST - Estimated: excl VAT
OTHER WSDP PROJECTS				
44	Water	Provision of water to Nzima (Bulk and Retic)	Utrecht	R 5 144 063
45	Water	Provision to upgrade supply: Doringberg	Utrecht	R 75 097
46	Water	Provision to upgrade supply: Blue Mountain	Utrecht	R 84 963
47	Water	Provision to upgrade supply: Blood River	Utrecht	R 75 097
48	Water	Provision of water to Mbatha	Utrecht	R 1 699 251
49	Sanitation	Amangthungwa Sanitation	Utrecht	R 3 012 000
50	Sanitation	Bloodriver Sanitation	Utrecht	R 30 000
51	Sanitation	Blue Mountain Sanitation	Utrecht	R 240 000
52	Sanitation	Doringberg Sanitation	Utrecht	R 30 000
53	Sanitation	Mabaso Sanitation	Utrecht	R 900 000
54	Sanitation	Mbatha Sanitation	Utrecht	R 1 200 000
55	Sanitation	Nzima Sanitation	Utrecht	R 1 110 000
57	Sanitation	Shabalala/Groenvlei Sanitation	Utrecht	R 2 115 000
58	Sanitation	Provision to supply sanitation to rural schools: Including		R 3 941 140
		Utrecht	Utrecht	
		Dannhauser	Utrecht	
59	Water	Repair Durnacol raw water supply from Ntsingwayo	Dannhauser	R 6 561 900
60	Water	Alcockspruit Reservoir	Dannhauser	R 1 052 049
61	Water	Upgrade water provision in Alockspruit	Dannhauser	R 2 608 377
62	Water	Provision to Rehabilitate Hattingspruit Water Supply	Dannhauser	R 147 842

SPORTS SECTOR PLAN

Name	Location	Source	5 YEAR -Multi-Term Funding									
			STATUS	DSR	Provincial Treasury				2011/12	2012/2013	2013/14	TOTAL
					2003 - 06	2007/8	2008/9	2009/10	2010/11			
Regional Facilities												
Newcastle												
	Madadeni College Stadium				-	-						
		Phase 1	No funding					280 000	6 500 000	3 700 000		10480000
		Phase 2	No funding							4 300 000	-	4 300 000
		Phase 3 ?	No funding								5 200 000	-
												5200 000
	Newcastle Sports Academy (Ex Casino)											5 200 000
		Phase 1 (upgrade)	Procument Stage			17 500 000	15 500 000			1 000 000		34 000 000
		Phase 2 (Funding not yet acquired)	No funding					10 000 000			14 800 000	15 800 000
		Phase 3 (Funding not yet acquired)	No funding						36 000 000			36 000 000
Sports Grounds												
Newcastle												-
	Clemont											-
		Construction										-
		Upgrades	Completed and handed to NWC LM		880000			-				-
	Osizweni Stadium											880 000
		Upgrades	Completed and handed to NWC LM		700000							

Name	Location	Source	5 YEAR -Multi-Term Funding									
			STATUS	DSR	Provincial Treasury							
				2003 - 06	2007/8	2008/9	2009/10	2010/11	2011/12	2012/2013	2013/14	TOTAL
		Athletic Track					1 440 000					-
		Phelindaba : Seating & ablutions	No funding				800 000					800 000
	Arbor Park : Seating							100 000				100000
		Resurface Tennis Court	No funding					100 000				100000
	Paradise : Resurface Tennis Courts								100 000			100 000
		Floodlights	No funding					100 000				100 000
		Ablutions	No funding					50 000				50 000
	Fernwood : Seating							100 000				100 000
		Ablutions	No funding					50 000				50 000
	Fairleigh : Ablutions		No funding					50 000				50 000
Dannhauser												
	Kwamdakane											-
		Construction	Completed	1 500 000								1500 000-
		Athletic Track					-					-
	Kwamdakane rural sports center											
		Indoor sports /multi purpose	Completed as multi purpose centre (Hall) for community services				700 000					700 000-
	Emafuseni											
		Upgrade:seating -lighting	No funding				880 000					880 000
	Durnacol											
		rugby/cricket	No funding				1 200 000					1200 000

Name	Location	Source	5 YEAR -Multi-Term Funding									
			STATUS	DSR	Provincial Treasury							
				2003 - 06	2007/8	2008/9	2009/10	2010/11	2011/12	2012/2013	2013/14	TOTAL
		Field										
	Dannhauser											
		South park Cricket/seating /public amenities	IN progress			1 000 000	700000					1700 000
	Verdiet -ward 1											
		Soccer field and seating	No funding				400 000					400 000
	Milford ward 4											
		Soccer field and seating	No funding				400 000					400 000
	Mossdale ward 1											
		Soccer field and seating	No funding				400 000					400 000
	Alcockspruit											
		Soccer field and seating	No funding				400 000					400 000
Utrecht												
	Berouw			1 500 000								1500 000
			Completed and handed over to EMAD LM	-								-
		Athletic Track	No funding	-			1 440 000					1440 000
	Groenvlei											-
		Construction of a sportsfield	No funding				75 000					75 000
	Kingsley											
		Construction of a sportsfield	No funding				75 000					75 000
	Nzima											
		Construction of a sportsfield	No funding				75 000					75 000
	Mabaso											
		Construction of a sportsfield	No funding				75 000					75 000
	Blue Mountain											

Name	Location	Source	5 YEAR -Multi-Term Funding										
			STATUS	DSR	Provincial Treasury								
				2003 - 06	2007/8	2008/9	2009/10	2010/11	2011/12	2012/2013	2013/14	TOTAL	
		Construction of a sportsfield	No funding					75 000					75 000
	Wit Umflozi												
		Construction of a sportsfield	No funding					75 000					75 000
	Impophoma												
		Construction of a sportsfield	No funding					75 000					75 000
	Esidakeni												
		Construction of a sportsfield	No funding					75 000					75 000
	Inkululeko Yomphakathi												
		Construction of a sportsfield	No funding					75 000					75 000
	Enzimane												
		Construction of a sportsfield	No funding	-				75 000					75 000
	Vaalbank												
		Construction of a sportsfield	No funding					75 000					75 000
	Utrecht town												
		Construction of a sportsfield	No funding					1 500 000					1500 000
		Bensdorp Sportsfield	In progress			1300 000							1300 000
				4 580 000	17 500 000			20 565 000	7 200 000	11 900000	20 000 000		
Total 5 year Plan				4 580 000	17 500 000		21 365 000	7 050 000	11 900000	20 000 000			64 39 5000

Mi2 : Municipal Infrastructure Implementation (MI2) Plan			
ASSIGNMENT	DESCRIPTION	RESP DEPT	EST AMT
WATER / AGRI			
*	WSP Sec 78 review		
	Sec 78 Assessment	Eng	60 000
*	Coordination		
	1 Domestic / Irrigation / Balance / Impoundment	LED	300 000
	2 Spatial Framework		
	3 Services Provision Strategies		
	Customer Increase		
	Raw Water		
	Household pilot		
	O&M Cost reduction		
1 Domestic			
	1 Bulk		
	Emadlangeni DWAF BP	Eng	60 000
	Dannhasuer / Biggarsberg DWAF BP	Eng	180 000
	2 Retic		
	Orthophotos	Plan.	580 000
	MIG BPs	Eng	120 000
	WSDP Review / housing strategies	Eng	120 000
	3 Sanitation		
	Review + MIG BPs	Eng	120 000
2 Irrigation			
	Gijima 'in-cash' contribution	Eng	240 000
3 Water Balance			
	Conservation and Demand Management	Eng	-
4 Internal Strategic Perspective			
	Impoundment / Dams	Eng	180 000
POWER / MINING			
*	Coordination		
	Eskom Cooperation Agreement	LED	600 000
	Transaction Advisor - Amajuba		
	Spatial Framework		
	Information & IT		
	Power Station Business Plan		
	Mining Business Plan		
*	Transaction Advisor		
	Institutional Structure	LED	180 000
	Demand / Acquisition Management Support		
1 Power Station Operator / Investor		LED	R 6bn
2 Mining Operator / Investor		LED	R 24bn
TRANSPORT			
1 Transport Appraisal			
	Dependant Assessment for proposed development	LED	400 000
	Infrastructure and Services Review		
	Infrastructure and Services Development needs Assessment		
2 Vendorised Transport Model		LED	
	Development vendorised transport model		
			3 140 000

K4: PROJECTS IDENTIFIED BY COMMUNITY MEMBERS¹⁷

The following projects have been collated from project application forms submitted by community members.

NO.	PROJECT NAME	CONTACT	MUNICIPALITY	WARD	DESCRIPTION
LOCAL ECONOMIC DEVELOPMENT AND POVERTY ALLEVIATION					
LED.1	Amazibuko Garden	S. Kunene	Newcastle	31	Community Garden
LED.2	Siyahlala Poultry Farming	N. Dube	Newcastle	3	Poultry Project
LED.3	Mkhondo	S. Ntuli	Newcastle	28	Poultry Project
LED.4	Isabelo SamiDisabled Disinfectants	M. Sonto	Newcastle	14	Manufacturing of cleaning chemicals- floor polishes, dishwashing liquids, antiseptic liquids
LED.5	Kukhanya Kwezibusiso Laundry	K. Khumalo	Newcastle	24	Laundry- washing and ironing clothes and bedding and all laundry.
LED.6	Luji's Catering	R. Buthelezi	Newcastle	24	Food and hot dog trolley on wheels and mobile fast food trolley.
LED.7	Forever Chemical Detergents	R. Buthelezi	Newcastle	24	Detergent producing machine.
LED.8	Sabelani Ice-cream Project	R. Buthelezi	Newcastle	24	Ice cream production.
LED.9	Ziya Tissue Paper Makers	R. Buthelezi	Newcastle	24	Tissue and toilet paper making
LED.10	Bakery	T. Nkabinde	Newcastle	8	Baking bread, cakes and rolls
LED.11	Iama Impilo Sewing Project	J. Khumalo	Dannhauser	10	Sewing project
LED.12	Ungabathinti Soup Kitchen	M. Nkosi	Newcastle	22	Soup kitchen
LED.13	Thuthuka Mbuyisa Trading	B. Makhubu	Newcastle	15	Construction, catering, supplies
LED.14	Thukuthuku Trading Enterprise	T. Ndlovu	Newcastle		Fuel, vehicle repairs, food, public convenience, retail and trade.
LED.15	Madadeni Self-help Community Development	M. Mntambo	Newcastle	26	Sowing and beadwork, soup kitchen
LED.16	Silindokuhle Agri Coop	V. Masuku	Newcastle	9	Poultry
LED.17	Victim Empowerment	T. Mabaso	Newcastle	20	Victim empowerment
LED.18	Siyangqoba Poultry	N. Madonsela	eMadlangeni	4	Poultry project
LED.19	Sesikhona Fowl Project	D. Sithole	Dannhauser	10	Poultry project
LED.20	Oxygen Health Studie	S. Kitanye	Newcastle	24	Aerobics, weight lifting, body building, etc.
LED.21	Phezukomkhono	N. Shoji	Newcastle	31	Garden Fencing
LED.22	Khulani Poultry	T. Dladla	Dannhauser		Poultry project
LED.23	Thandipumelelo Enterpize	N. Buthelezi	Dannhauser	2	
LED.24	Flamings	A. Buthelezi	Newcastle	20	Manufacturing
LED.25	Masisukume Project	T. Mbuyisa	Newcastle	17	Bakery
LED.26	Hamba ubuye Project	D. Madi	Newcastle	18	Farming
LED.27	Sekusile Farming Coop	I. Zwane	Newcastle	21	Farming
LED.28	Transport	R. Hadebe	Newcastle		Trucking
LED.29	Ezamasiko	S.	Newcastle	6	

¹⁷ The projects contained in the table are for this financial year only. It was decided to remove older projects from this list due to many of them having being implemented by service providers or the projects no longer being current.

NO.	PROJECT NAME	CONTACT	MUNICIPALITY	WARD	DESCRIPTION
	Production	Ntshangase			
LED.30	Makoulong Poultry	J. Nhlapo	Newcastle	27	Poultry project
LED.31	Mjozma's	R. Mduduzi	Newcastle	24	Poultry project
LED.32	Mashaye Poultry	N. Kunene	Newcastle	28	Poultry project
LED.33	Ncengani Project	N. Mpanza	Dannhauser	6	Poultry project
LED.34	Nininini	T. Khanyile	Dannhauser	2	
LED.35	Manqabishane Trading Ent	T. Blessing	Newcastle	29	Catering
LED.36	Kwanzokuhlo Grass Cutting Project	M. Ndwandwe	Newcastle	11	Grass cutting
LED.37	Asizamisane Project	S. Mbhatha	Dannhauser	2	
LED.38	Sinika ithemba	B. Sibisi	Newcastle	7	
LED.39	Sizanziwe Women's Club	S. Dlamini	Dannhauser	6	
LED.40	Writing Project	S. Dlamini	Newcastle	16	
LED.41	Snethemba Poultry Farming	S. Xulu	Newcastle	12	Poultry project
LED.42	Naledi Hair and Beauty Clinic	N. Ndlovu	Newcastle	23	Hair and beauty clinic
LED.43	Zifunele Printing Service Coop	Z. Dube	Newcastle	11	Printing of T-shirts and caps, etc.
LED.44	Sibhekokuhle Siyanda Poultry	B. Gama	Newcastle		Poultry project
LED.45	Akwande Poultry	N. Dube	Newcastle		Poultry project
LED.46	Phathokuhle Garden	N. Shozi	Newcastle	31	Gardening
LED.47	Khetha Ukuphila Organisation	N. Masondo	Newcastle	14	Youth- sports kits
LED.48	Jobe- Kamatsha Trading Enterprises	N. Sithole	Newcastle	14	Sowing Machines
LED.49	Sekhushi Business Enterprise	D. Setenane	Newcastle	31	Gardening
LED.50	Ngonyama's Kitchen	L. Ntshalintshali	Newcastle	21	
LED.51	Senzokuhle Project	M. Mlambo	Newcastle	11	Farming- poultry, piggery, cattle, goats and sheep
LED.52	Vundla Project	J. Mavundla	Newcastle	17	Poultry and gardening
LED.53	Sinothando Upholstry	T. Khoza	Newcastle	8	Upholstery
LED.54	Siya Photography	S. Magwaza	Newcastle	23	Photography and video
LED.55	Ingceboyolwazi	N. Zondi	Newcastle	27	HIV/ Aids Support
LED.56	Drams Mesonant	N. Mhlunsu	Newcastle	7	
LED.57	Sorla Project	B. Gwebu	Newcastle		
LED.58	Zama Ukulima Project	S. Ndlovu	Dannhauser	5	
LED.59	Akwande Mntimande Trading	J. Mabaso	Newcastle	19	Catering
LED.60	Block Making	D. Nokulunga	Newcastle	22	Block Making
LED.61	Msenganduna Construction & PRO	N. Nkosi	Newcastle		Construction
LED.62	Vukani Welding	C. Twaibu	Newcastle	9	Fencing, Window Frames, etc.
LED.63	Othandweni S. Group	S. Moloi	Newcastle	17	Stoves, freezer, pots, kitchen, utensils
LED.64	Isihlahla Sokuzimela	Z. Nkosi	Newcastle	17	Sewing equipment
LED.65	Philisisizwe Coop	D. Masondo	Newcastle	10	Cattle, piggery, poultry, sheep and goats
LED.66	Dhlahdla Project	L. Dhlahdla	Newcastle	18	Drawing and designing
LED.67	Mtimaande Farming	G. Ngwenya	Newcastle	9	Poultry, sheep, goats, cows, piggery
LED.68	Siyazama Welding	M. Dube	Newcastle	17	Welding, gates, window frames, etc.
LED.69	Sbongile Project	S. Nxumalo	Newcastle	18	Welding
LED.70	Thema Project	T. Nkwanyana	Newcastle		Farming

NO.	PROJECT NAME	CONTACT	MUNICIPALITY	WARD	DESCRIPTION
LED.71	Zulu Liyaduma Project	H. Hlatshwayo	Newcastle	10	Farming
LED.72	Hollywood Car Wash	M. Malindisa	Newcastle	11	Car Wash
LED.73	Inkombandlets	E. Nkosi	Newcastle		Poultry, piggery, cattle, goats, sheep
LED.74	Tshepohope	M. Sandile	Newcastle	9	Printing on shirts, billboards, etc.
LED.75	Sitshesihle Esidlela Amasi no bisi	N. Nkala	Newcastle	8	Upholstery
LED.76	Qedile Construction	B. Shezi	Newcastle	17	Printing on shirts, billboards, etc.
LED.77	Musawenkosi Project	M. Hadebe	Newcastle	17	Soup kitchen
LED.78	Danisa Project	N. Danisa	Newcastle		Poultry, piggery, cattle, goats, sheep
LED.79	Manembe Gwensa Cultural	F. Ndimande	Newcastle	16	Arts and Culture
LED.80	Mzamo Ezolingo	J. Mthimkhulu	Newcastle		Farming
LED.81	Carnival City	C. Semelile	Newcastle	7	Car wash
LED.82	Regain Life Trading Ent cc	S. Mlambo	Newcastle	18	Gardening and grass cutting
LED.83	Siyakhula Carpentry	M. Malusi	Newcastle	5	Carpentry
LED.84	Sinqobile	T. Nkala	Newcastle	8	Carpentry
LED.85	Fundulwazi Handwork	M. Mthimkhulu	Newcastle	8	Handwork
LED.86	Barena Welding Project	M. Mokoena	Newcastle	9	Welding
LED.87	Protection Suppliers	S. Ngema	Newcastle	22	Supplier
LED.88	Joels Chicken Farm	P. Mnguni	Newcastle	24	
LED.89	Vukuzenzele Senior Citizens	G. Sithole	Newcastle	9	Poultry
LED.90	uMlondolozi Farming cc	S. Zwane	Newcastle	28	Farming- animal production
LED.91	Nkunkx Trading Enterprises	N. Simelane	Dannhauser	6	
LED.92	Qedusizi Club	D. Shozi	Newcastle	17	Poultry
LED.93	Akwande Makhuze	N. Zikalala	Newcastle	18	Poultry
LED.94	Phiri Maseko Muztiserive	F. Phiri	Dannhauser	2	Cleaning, catering, renovations, welding, etc.
LED.95	Exomen Trading Enterprise	V. Hlatshwayo	Newcastle	29	Clothing manufacturing
LED.96	Ncedo Superior Bakery	S. Myeza	Newcastle	18	Bakery
LED.97	Gogo's Soup Kitchen	M. Sangweni	Newcastle	26	Soup Kitchen
LED.98	Sanele Vegetable	J. Masondo	Newcastle	18	
LED.99	Siyakhula Production	S. Ntombela	Newcastle	12	Poultry
LED.100	Sizamile Project	N. Ndlovu	Dannhauser	6	
LED.101	Siphuthando HBC Community Development	M. Nyembe	Newcastle	6	Home based care
LED.102	Siyahlaza Catering	R. Mkhize	Newcastle	25	
LED.103	Zamuthidle Coop	B. Dlamane	Newcastle	25	
LED.104	Zamuthule Catering	W. Msimang	Newcastle	5	Catering
LED.105	Siyahlaza Creche	R. Mkhize	Newcastle	25	Crèche
LED.106	Sthembiso Multi-purpose Coop	T. Khumalo	Newcastle	27	Laundry
LED.107	Themba Bed and Breakfast	F. Mazibuko	Newcastle	27	Bed and Breakfast
LED.108	Boyz Copy Centre cc	M. Nhlabathi	Newcastle	2	Copy shop

NO.	PROJECT NAME	CONTACT	MUNICIPALITY	WARD	DESCRIPTION
LED.109	Iyazama Poultry Project	K. Mkhonza	Newcastle	17	Poultry Project
LED.110	Vukuzenzele Timber	F. Mthani	Newcastle	12	Timber cutting
LED.111	Zizameleni	S. Kunene	Newcastle	29	Brick making
LED.112	Iqnawe Leisure Pot	L. Mchunu	Newcastle	6	Aluminium pot production
LED.113	Kangly Printers cc	M. Dlamini	Newcastle	22	Printing and corporate wear
LED.114	Celevic Trading Enterprise	M. Cele	Newcastle	27	Supply of safety equipment and clothing
LED.115	Insimu and Food Processing	L. Khumalo	Newcastle	24	Bakery of mealie bread
LED.116	Donga	T. Shabalala	Newcastle	8	Carpentry
LED.117	uLovu	J. Malinga	Dannhauser	10	Poultry
LED.118	True Love Hair Salon	Z. Bhengu	Newcastle	1	Hair Salon
LED.119	Mthokozisi Printers	S. Ngcobo	Newcastle	5	Embroidery and corporate wear
LED.120	Kwaswela Tent Manufacturing	T. Allie	Newcastle	31	Tents
LED.121	Lethukukhanya CBO	Y. Ngobese	Newcastle	31	Community Garden
LED.122	Phaphama Furniture Services	M. Malindi	Newcastle	26	Carpentry

**K5: IDP IMPLEMENTATION REPORT FOR THE SECOND
QUARTER OF THE 2009/10 FINANCIAL YEAR**

ANNEXURE A: MID-YEAR PROJECTIONS ASSESSMENTS BY PERFORMANCE INDICATORS

Ref	Res Dept	Vote No	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll over	Grants	Expenditure - December 2009	Source of Funding	Annual Target (beginning of FY)	Sep-09		Dec-09		Reasons for deviation	Corrective measure
																		proj.	act.	proj.	act.		
MM1	MM	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-09	-	-	-	-	-	-	-	submitted BP	100%	100%	-	complete	n/a	n/a
MM2	MM	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers of the Office of the Mayor	Departmental Action Plans for Middle Manager in the Office of the Municipal Managers	Section 57 Managers or Departmental KPIs	Sep-09	-	-	-	-	-	-	-	all middle managers in possession of Action Plans	100%	100%	-	complete	n/a	n/a
MM3	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing	-	-	-	-	-	-	-	formally applications/ reports	25%	in progress	25%	in progress	n/a	n/a
MM4	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing	-	-	-	-	-	-	-	12 monthly reports	3 monthly reports	100%	3 monthly reports	3 monthly reports prepared	n/a	n/a
MM5	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Mananagement Committee (ManCo) meetings	-	Monthly	-	-	-	-	-	-	-	10 meetings	2 manco meetings held	held ManCo meetings on Mondays	3 manco meetings held	ManCo meetings held	n/a	n/a
MM6	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly	-	-	-	-	-	-	-	four meetings conducted	quarter 1 standing portfolio meeting held	in progress	quarter 2 standing portfolio meeting held	in progress	n/a	n/a
MM7	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Organisational staff meetings	-	Quarterly	-	-	-	-	-	-	-	four meetings held	one meeting held	meeting held	one meeting held	in progress	n/a	n/a
MM8	MM	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Review the organisational structure and policies of the municipality in line with the strategic & operational requirements	Reviewed Organisational Structure by September	Existing Policies and Amajuba DM's IDP	Sept-09	-	-	-	-	-	-	-	approved organisational structure	100%	100%	-	complete	n/a	n/a
MM9	MM	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of senior managers	Performance contracts of MM approved by Mayore and of Senior Managers by the MM	-	Sept-09	-	-	-	-	-	-	-	signed PAs	100%	100%	-	complete	n/a	n/a
MM10	MM	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of senior managers	Assessment of Section 57 Managers	Performance Agreements	Quarterly	-	-	-	-	-	-	-	two assessments conducted	one assessment conducted	in progress	-	Assessments to be held late January	n/a	n/a

Ref	Res Dept	Vote No	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll over	Grants	Expenditure - December 2009	Source of Funding	Annual Target (beginning of FY)	Sep-09		Dec-09		Reasons for deviation	Corrective measure
																		proj.	act.	proj.	act.		
MM11	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Draft Adjustment Budget submitted to Council	Budget 2008/09	Feb-10	-	-	-	-	-	-	-	Draft Adj Budget submitted to ExCo and Council	-	in progress	-	-	n/a	n/a
MM12	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	2010/11 Budget submitted to Council	-	annually by end of June 2010	-	-	-	-	-	-	-	Submitted 2010/11 Budget	-	in progress	-	-	n/a	n/a
MM13	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of Sect 71 report	-	Monthly	-	-	-	-	-	-	-	Proof of submission of Sect 71 report	3 reports submitted to NT	in progress	3 reports submitted to NT	reports submitted to NT	n/a	n/a
MM14	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of Sect 72 report	-	Annually	-	-	-	-	-	-	-	Proof of submission of Sect 72 report	-	in progress	-	-	n/a	n/a
MM15	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of DORA report	-	Annually	-	-	-	-	-	-	-	Proof of submission of DORA report	3 reports per conditional grant	in progress	3 reports per conditional grant	in progress	n/a	n/a
MM16	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Devise and implement corrective measures to address AG queries	-	Jan-10	-	-	-	-	-	-	-	Oversight report of an annual report	-	in progress	-	-	n/a	n/a
MM17	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Reports to EXCO on uThukela Water	-	ongoing	-	-	-	-	-	-	-	all received reports and minutes submitted to ExCo	ExCo kept up to date on matters pertaining to uThukela Water	in progress		in progress	n/a	n/a
MM18	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Ensure preparation and timeous submission of annual financial statements to Auditor General	-	annually by end of Aug 09	-	-	-	-	-	-	-	AFS submitted by 31 August 09	100%	100%	-	complete	n/a	n/a

Ref	Res Dept	Vote No	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll over	Grants	Expenditure - December 2009	Source of Funding	Annual Target (beginning of FY)	Sep-09		Dec-09		Reasons for deviation	Corrective measure
																		proj.	act.	proj.	act.		
MM19	MM	n/a	Good Governance and Public Participation	Institutional and Governance	Maintain ongoing intergovernmental relations among the three spheres of government	Establish and maintain forums that meet regularly in order to ensure sound relations between the ADM and local councils, service providers and other government and non-government organisations	Maintenance of the Municipal Manager's Forum	-	ongoing	-	-	-	-	-	-	-	4 meetings of MM's Fora held	one meeting held	meeting held	one meeting held	in progress	n/a	n/a
MM20	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of senior managers	Ensure that all departments submit quarterly departmental progress reports	Departmental Business Plans	Quarterly	-	-	-	-	-	-	-	all dept reports submitted by the relevant HoD to MM	one report per department 1 per quarter	all dept submitted quarterly dept reports	one report per department 1 per quarter	report submitted	n/a	n/a
MM21	MM	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	attendance/ represented at quarterly audit committee meetings	-	Quarterly	-	-	-	-	-	-	-	four scheduled AC meetings and Special AC meetings attended	quarterly AC meeting 1	AC meeting held on 26 August 2009	quarterly AC meeting 2	in progress	n/a	n/a
MM22	MM	0110/4465/000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Report on Mayors Discretionary Fund	Powers and Functions of Municipality	Jun-10	1,200,000	-	1,200,000	-	-	1,214,693	Amajuba DM	4 quarterly progress reports	report for quarter 1	report prepared	report for quarter 2	quarter 2 report prepared	n/a	n/a
MM23	MM	0110/4466/000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Report on Mayoral Projects	Powers and Functions of Municipality	Jun-10	4,000,000	-	4,000,000	-	-	8,718,191	Amajuba DM	4 quarterly progress reports	report for quarter 1	report prepared	report for quarter 2	quarter 2 report prepared	n/a	n/a
MM24	MM	0110/4453/000	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Consideration of reports and queries from internal auditors and ensuring continuous functioning of the internal audit unit	-	Quarterly	320,000	-	320,000	-	-	130,728	Amajuba DM	all queries addressed efficiently and effectively, at least four IA reports produced	report for quarter 1	report prepared	report for quarter 2	quarter 2 report prepared	n/a	n/a
MM25	MM	0110/4472/000	Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality	Corporate Image and marketing	Design and stock corporate materials for marketing of the ADM	Existing corporate gifts	Jun-10	1,000,000	-	1,000,000	-	-	611,919	Amajuba DM	marketing and communication reports	report for quarter 1	report prepared	report for quarter 2	quarter 2 report prepared	n/a	n/a
MM26	MM	0110/4403/000	Good Governance and Public Participation	Public Relations	To ensure good public relations as well as effective events management and marketing for the municipality	Ensure good relations with the press	Prepare and submit press statements on specific events and projects	-	Ongoing	50,000	-	50,000	-	-	27,199	Amajuba DM	have all functions of the municipality advertised and reported on to the community	report for quarter 1	report prepared	report for quarter 2	quarter 2 report prepared	n/a	n/a
MM27	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timely submission of statutory reports	Draft Annual Report presented to the Mayor for tabling to Council	2007/08 AR	Jan-10	-	-	-	-	-	-	-	approved draft AR for publicising	-	n/a	-	-	n/a	n/a

Ref	Res Dept	Vote No	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll over	Grants	Expenditure - December 2009	Source of Funding	Annual Target (beginning of FY)	Sep-09		Dec-09		Reasons for deviation	Corrective measure
																		proj.	act.	proj.	act.		
MM28	MM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Oversight report and AR tabled at Council for approval without reservations	-	Apr-10	-	-	-	-	-	-	-	item sent to council for approval	-	n/a	-	-	n/a	n/a
MM29	MM	0110/4462/000	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Submit MFMA compliant AR to both Provincial and National Treasury	2007/08 AR	Apr-10	220,000	-	220,000	-	-	134,520	Amajuba DM	2008/09 approved AR submitted as required by legislation	-	n/a	-	-	n/a	n/a
COR1	CORP	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2010/12	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	-	Sep-09	-	-	-	-	-	-	-	submitted BP	100%	100%	-	complete	n/a	n/a
COR2	CORP	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Sep-09	-	-	-	-	-	-	-	all middle managers in possession of Action Plans	100%	100%	-	complete	n/a	n/a
COR3	CORP	n/a	Municipal Financial Viability and Management	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing	-	-	-	-	-	-	-	12 monthly reports	3 monthly reports	done	3 monthly reports	3 monthly reports submitted to MM	n/a	n/a
COR4	CORP	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	-	Quarterly	-	-	-	-	-	-	-	four reports submitted to MM	quarter 1 report	report presented to MM	quarter 2 report	quarter 2 report submitted to MM	n/a	n/a
COR5	CORP	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	-	Quarterly	-	-	-	-	-	-	-	four meetings held	quarter 1 staff meeting held	depart staff meeting held	quarter 2 staff meeting held	quarter 2 staff meeting held	n/a	n/a
COR6	CORP	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly	-	-	-	-	-	-	-	four meetings conducted	quarter 1 standing portfolio meeting held	in progress	quarter 2 standing portfolio meeting held	meeting was held	n/a	n/a
COR7	CORP	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2010/12	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Update the Skills Database for the DM staff	-	Jun-10	-	-	-	-	-	-	-	Existence of functional skills database	20%	skills database updated regularly	20%	Skills database updated	n/a	n/a
COR8	CORP	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2010/12	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Review of Workplace Skills Plan for the ADM	Previous Plan	Dec-09	-	-	-	-	-	-	-	existence of the WSP 09/10	-	due 30 June 2010	100%	WSP in place	n/a	n/a

Ref	Res Dept	Vote No	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll over	Grants	Expenditure - December 2009	Source of Funding	Annual Target (beginning of FY)	Sep-09		Dec-09		Reasons for deviation	Corrective measure
																		proj.	act.	proj.	act.		
COR9	CORP	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2010/12	Undertake developmental business planning and streamline business processes to meet council and community needs	Update Employment Equity Plan	EE Plan	Jun-10	-	-	-	-	-	-	-	existence of the EEP to cover 09/10	25%	EEP 09/10 in place	25%	EEP in place	n/a	n/a
COR10	CORP	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Ensure effective use of the MunAdmin and necessary municipal records keep on the MunAdmin	MunAdmin System	Jun-10	-	-	-	-	-	-	-	all correspondences scanned on the MunAdmin; where applicable even ExCo and Council items	25%	ongoing	25%	in progress	n/a	n/a
COR11	CORP	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Coordinate, manage and provide administrative support to ExCo and Council meetings	Municipal Structures Act, sect 29 & 50	Jun-10	-	-	-	-	-	-	-	agenda of all scheduled meetings timeously distributed and minutes prepared in both English and isiZulu	25%	done	25%		n/a	n/a

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																		proj.	act.	proj.	act.		
COR12	CORP	0120/4440/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2010/12	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Employ experience training students	-	Mar-10	225,000	-	225,000	-	-	46,860	Amajuba DM	no less than two students employed	0%	-	50%	in progress	n/a	n/a
COR13	CORP	0120/4441/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2010/12	Undertake developmental business planning and streamline business processes to meet council and community needs	Occupational Health and Safety (OHS) Administration	OHS policy	Jun-10	10,000	-	10,000	-	-	2,660	Amajuba DM	have personnel responsible for OHS and ensure that they have necessary skills and that OHS is effectively administered	40%	OHS responsibility assigned to an employee. To conduct training	25%	OHS under implementation	n/a	n/a
FIN1	FIN	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2010/12	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-09	-	-	-	-	-	-	-	submitted BP	100%	100%	-	complete	n/a	n/a
FIN2	FIN	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Job descriptions of Middle Managers	Job descriptions for Middle Managers	Section 57 KPIs	Sep-09	-	-	-	-	-	-	-	all middle managers in possession of Action Plans	100%	100%	-	complete	n/a	n/a

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																		proj.	act.	proj.	act.		
FIN3	FIN	n/a	Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing	-	-	-	-	-	-	-	formal applications and reports	25%	in progress	25%	in progress	n/a	n/a
FIN4	FIN	n/a	Municipal Financial Viability and Management	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing	-	-	-	-	-	-	-	12 monthly reports	3 monthly reports	3 monthly reports completed	3 monthly reports	3 monthly reports submitted to MM	n/a	n/a
FIN5	FIN	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	-	Quarterly	-	-	-	-	-	-	-	four reports submitted to MM	quarter 1 report	in progress	quarter 2 report	quarter 2 report submitted to MM	n/a	n/a
FIN6	FIN	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	-	Quarterly	-	-	-	-	-	-	-	four meetings held	quarter 1 staff meeting held	in progress	quarter 2 staff meeting held	quarter 2 staff meeting held	n/a	n/a
FIN7	FIN	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly	-	-	-	-	-	-	-	four meetings conducted	quarter 1 standing portfolio meeting held	in progress	quarter 2 standing portfolio meeting held	meeting was held	n/a	n/a
FIN8	FIN	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Full compliance with Chapter 11 of the MFMA (SCM)	Compliance with Chapter 11 of the MFMA	SCM Plan	Ongoing	-	-	-	-	-	-	-	to implement the plan in full	reports on SCM functioning	in progress	reports on SCM functioning	in progress	n/a	n/a
FIN9	FIN	n/a	Municipal Financial Viability and Management	Institutional and Governance	To manage expenditure, cash and investments	Monitoring of expenditure and cash flow position on a regular basis	Expenditure Management - cash and investments	-	Quarterly	-	-	-	-	-	-	-	four expenditure reports submitted to exCo and ManCo	25%	25%	25%	in progress	n/a	n/a
FIN10	FIN	n/a	Municipal Financial viability and Management	Institutional and Governance	To monitor budgetary compliance	Monitoring of votes status	Budget monitoring	-	Quarterly	-	-	-	-	-	-	-	not exceeding budget allocated expenditure	25%	25%	25%	in progress	n/a	n/a

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																		proj.	act.	proj.	act.		
FIN11	FIN	n/a	Municipal Financial viability and Management	Institutional and Governance	To monitor adherence to annual cash flow plan	Monitor cash position against planned position	Monitoring of differences between cash flow and actual	-	Ongoing	-	-	-	-	-	-	-	all differences corrected	25%	25%	25%	in progress	n/a	n/a
FIN12	FIN	n/a	Municipal Financial viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2010/12	Production of monthly income and expenditure and balance sheet reports	Annual Financial Statements ready for audit by 30 August as per MFMA	No record of previous non-compliance	Aug-09	-	-	-	-	-	-	-	Legally compliant AFS submitted on time	100%	100%	-	-	n/a	n/a
FIN13	FIN	n/a	Municipal Financial viability and Management	Institutional and Governance	Compliance with MFMA	Prompt preparation of reports after month end closure	National Treasury/In year reporting	Monthly reports are lagging one month behind deadline.	Monthly	-	-	-	-	-	-	-	submit the s71 (12 reports) within the prescribed timeframe	3 reports within 5 days of month end	3 reports within 5 days of month end completed	mid-year report submitted to NT	Sect 71 report due on 25 January	n/a	n/a
FIN14	FIN	n/a	Municipal Financial viability and Management	Institutional and Governance	Compliance with MFMA	Prompt preparation of reports after month end closure	National Treasury/In year reporting	-	Ongoing	-	-	-	-	-	-	-	12 reports submitted to the ExCo	3 reports within 5 days of month end	3 reports within 5 days of month end completed	3 reports within 5 days of month end	in progress	n/a	n/a
FIN15	FIN	n/a	Municipal Financial viability and Management	Institutional and Governance	Compliance with relevant guidelines	Implement Municipal Finance Management Internship Programme (MFMIIP)	Finance management reform in compliance with the Municipal Financial Management Internship Programme (MFMIIP)	No structured programme in place	Ongoing	-	-	-	-	-	-	-	100% compliance as required by MFMIIP	20% compliance with MFMIIP	20%	60% compliance with MFMIIP	in progress	n/a	n/a
FIN16	FIN	n/a	Municipal Financial viability and Management	Institutional and Governance	Compliance with legislation	Monitor budget process deadlines in relation to the MFMA	Budget Quality	As per MFMA	Ongoing	-	-	-	-	-	-	-	100% compliance as per evaluation checklist	10% compliance with checklist	10%	40% compliance with checklist	in progress	n/a	n/a
FIN17	FIN	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Establish an asset register	Non GRAP compliant asset register in place	Ongoing	-	-	-	-	-	-	-	fully functional asset register	25% complete	done	25% complete	in progress	n/a	n/a
FIN18	FIN	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	Safeguard Council assets	Insure all assets with material values	Insurance/Risk management	Policy in place but not been checked for adequacy of cover	Ongoing	-	-	-	-	-	-	-	all municipal assets insured	25%	done	25%	in progress	n/a	n/a
FIN19	FIN	0401/0199/000	Municipal Institutional Development and Transformation	Institutional and Governance	Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Management of the Fixed Asset Register	Fixed Asset Register (FAR)	Ongoing	-	-	-	-	-	-	-	all assets entered into the register	25% complete	done	25% complete	in progress	n/a	n/a
FIN20	FIN	0130/1607/000	Municipal Institutional Development and Transformation	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	To promote and support reforms in financial management by building the capacity in municipalities to implement the MFMA	Proper implementation of the MFMA requirements	-	Jun-10	-	-	-	-	750,000	183,256	National Treasury	full compliance with the MFMA	25%	done	50%	in progress	n/a	n/a
FIN21	FIN	0130/4512/000	Good Governance and Public Participation	Social Facilitation	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	Budget & IDP Roadshows	-	Annually before end of May 2010	300,000	-	300,000	-	-	0	Amajuba DM	2009/10 roadshow conducted	-	-	-	-	n/a	n/a

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																		proj.	act.	proj.	act.		
FIN22	FIN	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Draft Adjustment Budget 2009/10 submitted to Council	Budget 2008/09	Feb-10	-	-	-	-	-	-	-	Draft Adj Budget submitted to ExCo and Council	-	-	-	-	n/a	n/a
FIN23	FIN	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	2010/11 Budget submitted to Council, National Treasury and Provincial Treasury	-	annually by end of June	-	-	-	-	-	-	-	Proof of submission of 2010/11 Budget to Council, NT and PT	-	-	-	-	n/a	n/a
FIN24	FIN	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of Sect 71 report	-	Monthly	-	-	-	-	-	-	-	Proof of submission of Sect 71 report	3 reports submitted to NT	3 reports submitted to NT	3 reports submitted to NT	Sect 71 report due on 25 January	n/a	n/a
FIN25	FIN	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of Sect 72 report	-	Annually	-	-	-	-	-	-	-	Proof of submission of Sect 72 report	-	in process due 25 Jan	-	Sect 72 report due on 25 January	n/a	n/a
FIN26	FIN	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Ensure timeous submission of MFMA report	-	Annually	-	-	-	-	-	-	-	Proof of submission of DORA report	3 reports per conditional grant	done	3 reports per conditional grant	in progress	n/a	n/a
FIN27	FIN	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Devise and implement corrective measures to address AG queries	-	Apr-10	-	-	-	-	-	-	-	Annual report oversight report	-	-	-	-	n/a	n/a

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																		proj.	act.	proj.	act.		
COM1	COMM	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2010/12	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-09	-	-	-	-	-	-	-	submitted BP	100%	100%	-	complete	n/a	n/a
COM2	COMM	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Sep-09	-	-	-	-	-	-	-	all middle managers (Ass. Dir.) in possession of Action Plans	100%	100%	-	complete	n/a	n/a
COM3	COMM	n/a	Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing	-	-	-	-	-	-	-	formal applications and reports	25%	0%	25%	ongoing	currently having sufficient funds for all required programmes	in progress of seeking funds
COM4	COMM	n/a	Municipal Financial Viability and Management	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing	-	-	-	-	-	-	-	12 monthly reports	3 monthly reports	3 monthly reports submitted to MM	3 monthly reports	ongoing	n/a	n/a
COM5	COMM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	-	Quarterly	-	-	-	-	-	-	-	four reports submitted to MM	quarter 1 report	quarter 1 report submitted to MM	quarter 2 report	quarter 2 report submitted to MM	n/a	n/a
COM6	COMM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	-	Quarterly	-	-	-	-	-	-	-	four meetings held	quarter 1 staff meeting held	quarter 1 staff meeting held	quarter 2 staff meeting held	quarter 2 staff meeting held	n/a	n/a
COM7	COMM	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly	-	-	-	-	-	-	-	four meetings conducted	quarter 1 standing portfolio meeting held	to be held soon	quarter 2 standing portfolio meeting held	in progress	change in membership of the portfolio committee	to be held soon
COM8	COMM	0406/0341/000	Basic Service Delivery	Integrated Service Delivery	To ensure greater accessibility for communities in the District	Ensure greater accessibility for rural communities	Source funding for implement of recommendations of Public Transport Plan i.t.o the white paper on the Provincial Transport Policy	Public Transport Plan	Jun-10	-	-	-	-	-	-	Rollover	Reviewed PTP	-	in progress	25%	in progress	n/a	n/a
COM9	COMM	0205/4490/000	Good Governance and Public Participation	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Functionality of District Disaster Management Centre	Compile and implement Disaster Management Centre business plan	-	Quarterly	500,000	-	500,000	-	-	730	Amajuba DM	Submitted Disaster Management BP	preparation of BP	appointed a service provider	preparation for implementation report	ongoing	n/a	n/a

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																		proj.	act.	proj.	act.		
COM10	COMM	0205/4491/000	Good Governance and Public Participation	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Establish and maintain a fully functional disaster management services	Recruit and maintain disaster management volunteers and capacitate communities	-	ongoing	450,000	-	450,000	-	-	59,816	Amajuba DM	20 volunteers and at least two community workshops	-	in progress	-	volunteers recruited	n/a	n/a
COM11	COMM	0205/4492/000	Good Governance and Public Participation	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functional disaster management services	Compile and implement the Disaster Management Plan	-	ongoing	870,000	-	870,000	-	-	69,636	Amajuba DM	implementation of the DM as outlined in the plan	25%	0%	50%	ongoing	DM plan in progress of being developed	Plan to be implemented
COM12	COMM	0205/4530/000	Good Governance and Public Participation	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functional disaster management services	Disaster Relief Interventions	-	Jun-10	4,000,000	-	4,000,000	-	-	2,813,493	Amajuba DM	continuous assistance to community member affected in times of disaster	25%	100%	25%	ongoing	n/a	n/a
COM13	COMM	0205/4493/000	Good Governance and Public Participation	Social Facilitation	To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functional disaster management services	Provide Fire Fighting vehicles for Emadlangeni and Dannhauser municipalities	-	ongoing	700,000	-	700,000	-	-	169,930	Amajuba DM	have in place fully functional fire fighting services	100%	100% - purchased fire fighting vehicles and appointed staff	-	Fire fighting vehicles purchased	n/a	n/a
COM14	COMM	0125/4446/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2010/12	Facilitate the implementation of the HIV & AIDS plan	Institution of HIV & Aids activities and programmes in consultation with the HIV & Aids Council	HIV & AIDS Plan	Ongoing	1,000,000	-	1,000,000	-	-	62,868	Amajuba DM	facilitation of the HIV/AIDS activities as outlined in an approved operational plan	HIV&AIDS plan prepared	in progress	implementation of the plan report	in progress	HIV and AIDS Council not constituted appropriately	to appropriate establish the HIV and AIDS Council
COM15	COMM	0125/4444/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2010/12	Facilitate access of social services to all communities	Environmental Health Services	-	Ongoing	530,000	-	530,000	-	-	0	Amajuba DM	pending successful negotiations of transfer of personnel	-	-	-	-	-	in progress
COM16	COMM	0125/4422/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2010/12	Facilitate the promotion of scarce sport codes in identified areas	Establishment and implementation of programmes to promote sports and recreational	-	Jun-10	2,000,000	-	2,000,000	-	-	5,709,921	Amajuba DM	to conduct at least 8 major sport events	25%	100%	-	in progress	n/a	n/a
COM17	COMM	0125/4463/000	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate youth empowerment programmes	Youth matters (Youth Summit, Youth day celebration)	-	Jun-10	850,000	-	850,000	-	-	65,427	Amajuba DM	to conduct at least a youth function bi-monthly	-	in progress	50%	in progress	n/a	n/a
COM18	COMM	0155/0000/000	Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Roll-out of the Thusong Service Centre in the ADM	Thusong Service Centre	-	Jun-10	2,393,157	30,000	2,423,157	-	-	528,377	Amajuba DM	quarterly reports on functioning of the centre	25%	quarterly report submitted	25%	quarterly report submitted	n/a	n/a

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COM19	COMM	n/a	Good Governance and Public Participation	Municipal Planning	To facilitate the effective operation of MPCC's in the ADM.	Maintain a fully functional Thusong Service Centre	Signing of the rental agreements - Thusong Service Centre	-	Jun-10	-	-	-	-	-	-	-	agreements in place for all tenants	-	agreement to be signed with the GCIS; negotiations with Public Works in progress	-	-	n/a	n/a
COM20	COMM	0110/4439/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2010/12	Facilitation of senior citizens programmes	Report on Senior Citizens Programmes	-	Jun-10	150,000	-	150,000	-	-	44,975	Amajuba DM	reports on programmes held	report for quarter 1	quarter 1 report submitted to MM	report for quarter 2	quarter 2 report submitted to MM	n/a	n/a
COM21	COMM	0110/4442/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2010/12	Facilitate programmes that promote the rights of women, children and the disabled	Run activities for people living with disability	-	Jun-10	265,000	-	265,000	-	-	44,124	Amajuba DM	reports on programmes held	report for quarter 1	quarter 1 report submitted to MM	report for quarter 2	quarter 2 report submitted to MM	n/a	n/a
COM22	COMM	0110/4464/000	Good Governance and Public Participation	Social Facilitation	To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate programmes that promote the rights of women, children and the disabled	Gender and Children matters	-	Jun-10	420,000	-	420,000	-	-	598,091	Amajuba DM	reports on programmes held	report for quarter 1	quarter 1 report submitted to MM	report for quarter 2	quarter 2 report submitted to MM	n/a	n/a
COM23	COMM	0110/4469/000	Good Governance and Public Participation	Social Facilitation	To contribute towards the achievement of universal access to social services by 2010/12	Facilitate arts and culture activities in the Amajuba District	Arts and Culture	-	Jun-10	1,200,000	-	1,200,000	-	-	1,383,969	Amajuba DM	reports on programmes held	report for quarter 1	quarter 1 report submitted to MM	report for quarter 2	quarter 2 report submitted to MM	n/a	n/a

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P&D1	PD	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-09	-	-	-	-	-	-	-	submitted BP	100%	100%	-	complete	n/a	n/a
P&D2	PD	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Sep-09	-	-	-	-	-	-	-	all middle managers in possession of Action Plans	100%	100%	-	complete	n/a	n/a
P&D3	PD	n/a	Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing	-	-	-	-	-	-	-	formal applications and reports	25%	in progress	25%	in progress	n/a	in progress of seeking funds
P&D4	PD	n/a	Municipal Financial Viability and Management	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing	-	-	-	-	-	-	-	12 monthly reports	3 monthly reports	3 monthly reports submitted to MM	3 monthly reports	3 monthly reports submitted to MM	n/a	n/a
P&D5	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to MM	-	quarterly	-	-	-	-	-	-	-	four departmental performance reports submitted to MM	quarter 1 report	quarter 1 report submitted to MM	quarter 2 report	quarter 2 report submitted to MM	n/a	n/a
P&D6	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	-	Quarterly	-	-	-	-	-	-	-	four meetings conducted	quarter 1 staff meeting held	quarter 1 staff meeting held	quarter 2 staff meeting held	quarter 2 staff meeting held	n/a	n/a
P&D7	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	-	Quarterly	-	-	-	-	-	-	-	four meetings conducted	quarter 1 standing portfolio meeting held	to be held soon	quarter 2 standing portfolio meeting held	meeting was held	change in membership of the portfolio committee	to be held soon
P&D8	PD	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	ICT support to ADM staff	-	Ongoing	-	-	-	-	-	-	-	quarterly reports on staff supported	ad hoc ICT support to staff	carried out as the need arises	ad hoc ICT support to staff	carried out as the need arises	n/a	n/a
P&D9	PD	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	ICT support to Dannhauser and Emadlangeni Municipalities	-	Ongoing	-	-	-	-	-	-	-	quarterly reports on support provided to Emadlangeni and Dannhauser LMs	ad hoc ICT support to Emadlangeni and Dannhauser LMs	carried out as the need arises	ad hoc ICT support to Emadlangeni and Dannhauser LMs	carried out as the need arises	n/a	n/a
P&D10	PD	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	Administer the Amajuba ICT Forum	Existing forum	Quarterly	-	-	-	-	-	-	-	4 meetings conducted	quarter 1 ICT Forum meeting held	done	quarter 2 ICT Forum meeting held	quarter 2 ICT Forum meeting held	n/a	n/a

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																		proj.	act.	proj.	act.		
P&D11	PD	0190/4477/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	Website Development & Host	Existing website	Quarterly	500,000	-	500,000	-	-	0	Amajuba DM	report on website updates	upload updates to website as required	carried out as the need arises	upload updates to website as required	carried out as the need arises	n/a	n/a
P&D12	PD	0190/3807/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	Management of all IT systems hardware and software	-	Ongoing	30,000	-	30,000	-	-	362	Amajuba DM	resolved all errors and IT system maintained	Maintenance and error rectification conducted as required	carried out as the need arises	Maintenance and error rectification conducted as required	carried out as the need arises	n/a	n/a
P&D13	PD	0190/3808/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2011	Ensure that the IT requirements of ADM are met	Upgrade of systems	-	Ongoing	30,000	-	30,000	-	-	2984	Amajuba DM	ad hoc reports on systems upgrade	ad hoc systems upgrade	carried out as the need arises	ad hoc systems upgrade	carried out as the need arises	n/a	n/a
P&D14	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Provide and update municipal information on the ADM website	Existing departmental section on website	Ongoing	-	-	-	-	-	-	-	report on updates submitted	report on updates submitted	report prepared and filed	report on updates submitted	report on updates submitted	n/a	n/a
P&D15	PD	0190/4488/000	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Develop shared service systems to provide co-ordinated service delivery	GIS Implementation	2008/09 GIS support	Quarterly	140,000	-	140,000	-	-	0	Amajuba DM	four meetings conducted	one GIS Support meeting held	Support meeting held with LMs	one GIS Support meeting held	one GIS Support meeting held	n/a	n/a
P&D16	PD	n/a	Local Economic Development (LED)	Economic Development	To ensure ongoing partnership development and coordination among various stakeholders	Retain and develop institutional arrangements for economic development in the district	Administer the Amajuba Tourism Forum (ATF)	2008/09 ATF	Quarterly	-	-	-	-	-	-	-	four meetings conducted	one ATF meeting held	ATF meeting held	one ATF meeting held	ATF meeting held	n/a	n/a
P&D17	PD	n/a	Local Economic Development (LED)	Economic Development	To ensure ongoing partnership development and coordination among various stakeholders	Retain and develop institutional arrangements for economic development in the district	Administer the Amajuba Tourism Committee (ATC)	2008/09 ATC	Quarterly	-	-	-	-	-	-	-	four meetings conducted	one ATC meeting held	ATC meeting held	one ATC meeting held	one ATC meeting held	n/a	n/a
P&D18	PD	n/a	Local Economic Development (LED)	Economic Development	To ensure ongoing partnership development and coordination among various stakeholders	Retain and develop institutional arrangements for economic development in the district	Administer the Amajuba Agricultural Committee (AAC)	2008/09 AAC	Quarterly	-	-	-	-	-	-	-	four meetings conducted	one AAC meeting held	AAC meeting held	one AAC meeting held	one AAC meeting held	n/a	n/a

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																		proj.	act.	proj.	act.		
P&D19	PD	n/a	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	Administer the Amajuba Planning and Development Coordination Committee (P&DCC)	Existing P&DCC	Quarterly	-	-	-	-	-	-	-	four meetings conducted	one P&DCC meeting held	P&DCC meeting held	one P&DCC meeting held	one P&DCC meeting held	n/a	n/a
P&D20	PD	n/a	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	Provide inputs on development applications received	2008/09 inputs	Ongoing	-	-	-	-	-	-	-	report on issues raised	report on issues raised	report prepared	report on issues raised	report on issues raised	n/a	n/a
P&D21	PD	n/a	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Support the facilitation of integrated planning and implementation of land reform projects in the District	Update and alignment of the Amajuba Spatial Development Framework (SDF)	2008/09 SDF as part of the IDP	Jun-10	-	-	-	-	-	-	-	SDF Completed	-	n/a	-	-	n/a	n/a
P&D22	PD	n/a	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	Approval of the Budget and IDP Process Plan by EXCO and Council	-	Aug-09	-	-	-	-	-	-	-	approved process plan	2010/11 process plan approved	process plan prepared	-	-	n/a	n/a

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P&D23	PD	n/a	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	Approved IDP submitted to the DLG&TA	2008/09 IDP	Jun-10	-	-	-	-	-	-	-	approved IDP document	-	n/a	-	-	n/a	n/a
P&D24	PD	0190/4468/000	Good Governance and Public Participation	Institutional and Governance	To ensure ongoing implementation and review of the Performance Management System	Measure the performance of the municipality	PMS Review	Existing Policy	Aug-09	500,000	-	500,000	-	-	4581	Amajuba DM	reviewed PMS	-	n/a	-	-	n/a	n/a
P&D25	PD	0190/4467/000	Good Governance and Public Participation	Municipal Planning	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	IDP Review	-	Jun-10	50,000	-	50,000	-	-	35600	Amajuba DM	IDP Review document	-	n/a	-	-	n/a	n/a
P&D26	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Draft Annual Report presented to the Mayor for tabling to Council	2007/08 AR	Jan-10	-	-	-	-	-	-	-	approved draft AR for publicising	-	n/a	-	-	n/a	n/a
P&D27	PD	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Oversight report and AR tabled at Council for approval without reservations	2008/09 AR	Apr-10	-	-	-	-	-	-	-	Oversight report	Item Submitted for approval	n/a	-	-	n/a	n/a
P&D28	PD	0190/4515/000; 0190/4514/000; 0190/4484/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that municipal planning requirements of ADM are met	Administration Shared Service for GIS and Planning	-	Jun-10	-	-	-	-	-	-	-	4 reports on shared services	Report on services to Emadlangeni and Dannhauser	report on GIS support prepared	Report on services to Emadlangeni and Dannhauser	Report on services to Emadlangeni and Dannhauser prepared	n/a	n/a
P&D29	PD	0403/0271/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure that the IT requirements of ADM are met	DIMS-MIG/MIS Intergration	-	Jun-10	-	-	-	-	-	-	DLGTA	DIMS-MIG/MIS Intergration	25%	100%	25%	100%	n/a	n/a
P&D30	PD	0190/4447/000	Good Governance and Public Participation	Institutional and Governance	To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	Environmental Management Plan Review	Existing Plan	Jun-10	350,000	-	350,000	-	-	178220	Amajuba DM	reviewed EMP	-	n/a	-	-	n/a	n/a

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P&D31	PD	0190/4448/000	Good Governance and Public Participation	Environmental Management	To ensure sustainable waste management in the district	Address the pollution of water catchments by mining and industrial activity	Education and awareness programmes	-	Jun-10	-	-	-	-	-	-	-	two awareness programmes conducted	develop a business plan for programme	action plan in place	1st awareness programme	1st awareness event held	n/a	n/a
P&D32	PD	0190/4486/000	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Tourism Sector Plan	Tourism Route Marketing and Battlefields	2008/09 Tourism Route and Battlefield Marketing	Quarterly	400,000	-	400,000	-	-	20070	Amajuba DM	report on advertisement and marketing conducted	report on advertisement and marketing conducted	in progress	report on advertisement and marketing conducted	in progress	n/a	n/a
P&D33	PD	0190/4476/000	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Tourism Sector Plan	Facilitate Tourism Shows and Exhibitions	-	Ongoing	70,000	-	70,000	-	-	3800	Amajuba DM	report on tourism and exhibitions supported	1st quarter tourism report	in progress	2nd quarter tourism report	in progress	n/a	n/a
P&D34	PD	0190/4483/000	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Battlefields Development Plan	Facilitate tourism programmes through the Amajuba Tourism Forum (ATF)	Battlefields Development Plan	Ongoing	530,000	-	530,000	-	-	192370	Amajuba DM	to source funding to implement Battlefields Development Plan	progress report on the implementation of the plan	in progress	progress report on the implementation of the plan	in progress	n/a	n/a
P&D35	PD	n/a	Local Economic Development (LED)	Economic Development	To ensure ongoing partnership development and coordination among various stakeholders	Retain and develop institutional arrangements for economic development in the district	Administer the Amajuba Forum for Local Economic Development (AFLED)	2008/09 AFLED	Quarterly	-	-	-	-	-	-	-	four meetings conducted	one AFLED meeting held	AFLED meeting held	one AFLED meeting held	one AFLED meeting held	n/a	n/a
P&D36	PD	0190/4487/000	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Agricultural Sector Plan	Facilitate LED Project Support	LED Strategy	Ongoing	1,000,000	-	1,000,000	-	-	421095	Amajuba DM	development of two projects into secondary economy	preparation for projects to be implemented 2009/10	in progress	report on LED projects implemented	in progress	n/a	n/a
P&D37	PD	0190/4510/000	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Agricultural Sector Plan	LED Manufacturing Strategic Project Support	Manufacturing Plan	Ongoing	1,000,000	-	1,000,000	-	-	570664	Amajuba DM	development of two projects into secondary economy	preparation for projects to be implemented 2009/10	in progress	report on LED projects implemented	in progress	n/a	n/a

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P&D38	PD	0190/4511/000	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Agricultural Sector Plan	LED Agricultural Strategic Project Support	Agricultural Plan	Ongoing	1,000,000	-	1,000,000	-	-	768204	Amajuba DM	development of two projects into secondary economy	preparation for projects to be implemented 2009/10	in progress	report on LED projects implemented	in progress	n/a	n/a
P&D39	PD	0190/4475/000	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Business support (facilitate markets & capacity) for SMME's & Co-operatives	LED/Tourism training facilitation - Facilitate support and training workshops for co-ops with DED	-	Jun-10	55,000	-	55,000	-	-	14354	Amajuba DM	two workshops conducted second and third quarter	-	n/a	1st workshop conducted	one workshop conducted	n/a	n/a
P&D40	PD	0190/4478/000	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Business support (facilitate markets & capacity) for SMME's & Co-operatives	AFLED capacity building - Institutional consultation on growth and development	-	Jun-10	40,000	-	40,000	-	-	96	Amajuba DM	two workshops conducted second and third quarter	-	n/a	1st workshop conducted	one workshop conducted	n/a	n/a
P&D41	PD	0190/4513/000	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Facilitate Targeted Investment	4th ADM growth and development summit.	2008/09 Growth and Development Summit	Jun-10	200,000	-	200,000	-	-	0	Amajuba DM	conduct of G&D Summit by June	-	n/a	-	-	n/a	n/a
P&D42	PD	0190/4445/000	Good Governance and Public Participation	Social Facilitation	To ensure poverty alleviation/reduction (national targets)	Implementation of the poverty alleviation programme and vertical alignment	Identification, funding and implementation of poverty alleviation projects	Existing Poverty Alleviation Policy	Ongoing	1,000,000	-	1,000,000	-	-	228239	Amajuba DM	fund poverty alleviation projects as per poverty alleviation policy	progress report on poverty alleviation projects implemented	poc-very alleviation progress report on file	progress report on poverty alleviation projects implemented	poverty alleviation progress report on file	n/a	n/a
P&D43	PD	0190/4520	Local Economic Development (LED)	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Agricultural Sector Plan	Projects Initiation Fund	-	Ongoing	1,000,000	-	1,000,000	-	-	485988	Amajuba DM	Fund implementation requirements for projects	progress report	progress report prepared	progress report	progress report prepared	n/a	n/a
ENG1	ENG	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Draft a departmental business plan	SDBIP previous financial year	Sep-09	-	-	-	-	-	-	-	Prepared BP and submitted to ExCo	100%	90%	-	-	Business plan to be submitted to EXCO for approval :19 Nov 09	Awaiting to finalise the Business in terms of the current years KPI and SDBIP
ENG2	ENG	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Monitor the implementation of all activities as set out in the Action Plans of Middle Managers	Departmental Action Plans for Middle Managers	Section 57 Managers or Departmental KPIs	Sep-09	-	-	-	-	-	-	-	All middle managers in possession of Action Plans	100%	92%	-	50%	To be submitted to exco for approval :19 Nov 09	n/a
ENG3	ENG	n/a	Municipal Financial Viability and Management	Institutional and Governance	Source alternative funding for appropriate projects	To actively source and secure alternative funding for IDP projects	To formally apply for grant funding for IDP projects from external sources	IDP priority Projects	Ongoing	-	-	-	-	-	-	DWAE:Bulk funding 50 Mill	formal applications and reports	25%	25%	25%	25%	n/a	Submit final letter of acceptance by the 03 Nov 2003
ENG4	ENG	n/a	Municipal Financial Viability and Management	Institutional and Governance	Ensure the municipality has adequate financial resources & controls to meet the annual performance objectives of the district	Manage the organisation within the budgetary and policy frameworks of the municipality	Implement effective expenditure control measures within the budget allocated to the department	Internal financial controls that reflect data to date	Ongoing	-	-	-	-	-	-	-	12 monthly reports	3 monthly reports	25%	3 monthly reports	10%	A Sayerd to adjust montly reports	n/a

Ref	Res Dept	Vote No	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll over	Grants	Expenditure - December 2009	Source of Funding	Annual Target (beginning of FY)	Sep-09		Dec-09		Reasons for deviation	Corrective measure
																		proj.	act.	proj.	act.		
ENG5	ENG	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Quarterly departmental progress reports to the MM	Dept Business Plans	Quarterly	-	-	-	-	-	-	-	four reports submitted to MM	quarter 1 report	0%	quarter 2 report	25%	To be submitted to the MM by the end of Oct 2009	n/a
ENG6	ENG	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Maintain good co-operation and understanding between and amongst councillors, staff and customers	Departmental staff meetings	Planned Staff meetings	Quarterly	-	-	-	-	-	-	-	four meetings held	quarter 1 staff meeting held	0%	quarter 2 staff meeting held	25%	Two Meetings scheduled for Second Quarter	n/a
ENG7	ENG	n/a	Good Governance and Public Participation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Departmental standing portfolio committee	Planned Staff meetings dates	Quarterly	-	-	-	-	-	-	-	four meetings conducted	quarter 1 standing portfolio meeting held	0%	quarter 2 standing portfolio meeting held	10%	Two Meetings scheduled for Second Quarter	n/a
ENG8	ENG	n/a	Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Application of labour intensive methods in construction projects	Adoption of EPWP guidelines into MIG projects	EPWP guidelines	Ongoing	-	-	-	-	-	-	-	Comply with EPWP guidelines. Reports on labour force for each project.	quarter 1 EPWP Report	Quarter 1 report updated on monthly basis	quarter 2 EPWP Report	Quarter 2 report updated on monthly basis /submitted to DOT	MIG projects are EPWP compliant, but not yet registered	Align MIG B/p to
ENG9	ENG	0150/4470/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	Provision of water supply to all consumers	Emergency Water Supply	Emergency Water Supplies	Jun-10	850,000	850,000	850,000	-	-	41,188	Amajuba DM	Provision of emergency water supply as the need arises	Quarter 1 report	Served an estimated 200 HH within the Dannhauser LM during the shortage	Quarter 2 report	0%	n/a	Funds can only be used as and when an emergency is identified for the supply of water
ENG10	ENG	0401/0202/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	WSDP Review	Backlog in provision of water services within Amajuba district	Mar-10	-	-	-	980,113	-	0	DTLGA	Completed Water Services Development Plan	-	-	50%	5%	Planning WSDP review in collaboration with province WSDP and DWAF	awaiting DWAE TOR for tender process
ENG11	ENG	0403/0283/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	Attract additional investment in the expansion of water networks	Water Conservation/ Water Demand Plan	Backlog in provision of water services within Amajuba district	Dec-09	-	-	-	355,146	0	340,898	DWAF	Completed Water Conservation/ Water Demand Plan	50%	70%	100%	80%	PSP currently engaged with WSP regarding tariffs. 2 Workshops outstanding. PSP to complete PMS for uW.	n/a
ENG12	ENG	0403/0284/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	Attract additional investment in the expansion of water networks	Refurbishment of boreholes	Backlog in provision of water services within Amajuba district	Mar-10	-	-	-	1,064,522	-	0	DWAF	Report on no of boreholes provided.	40%	40%	60%	30%	Borehole ,retic 90 % complete in Groenvlei area	n/a
ENG13	ENG	0403/0228/000	Basic Service Delivery	Economic Development	To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implement Infrastructure Investment Plan	Inter Development Infrastructure Capacity- Training of contractors	Need to capacitate local contractors	Dec-09	-	-	-	142,977	-	0	DLGTA	Training of Local Emerging Contractors	10%	0%	100%	50%	Table objectives with EXCO before implementation	Plan CIDB workshops and support SMME's .

Ref	Res Dept	Vote No	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll over	Grants	Expenditure - December 2009	Source of Funding	Annual Target (beginning of FY)	Sep-09		Dec-09		Reasons for deviation	Corrective measure
																		proj.	act.	proj.	act.		
ENG14	ENG	0753/1802/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	The provision of rudimentary water services. Replacement of water tanker deliveries with pipe water and boreholes.	Replacement of water tanker deliveries with pipe water and boreholes for the WSA	Backlog in provision of water services within Amajuba district	Jun-10	-	200,000	200,000	-	-	45,913	Amajuba DM	Provision of access to water services to 20 households	Provision of access to water services to 5 households	0 HH served, planning phase	Provision of access to water services to 5 households	5 HH served	n/a	Awaiting the Emad feasibility to be completed
ENG15	ENG	0753/1803/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	The provision of rudimentary water services. Replacement of water tanker deliveries with pipe water and boreholes.	Water capital projects	Backlog in provision of water services within Amajuba district	Jun-10	-	6,000,000	6,000,000	-	-	161,107	Amajuba DM	Provision of access to water services to 880 households	Provision of access to water services to 80 households	Provision of access to water services to 95 households within the	Provision of access to water services to 200 households	0%	n/a	n/a
ENG16	ENG	0753/1804/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic sanitation delivery to all consumers	Attract additional investment in the expansion of access to free basic sanitation	Sanitation projects	Backlog in provision of sanitation services within Amajuba district	Jun-10	-	6,000,000	6,000,000	-	-	0	Amajuba DM	Report on number of VIP's provided	Report 1 on no of VIP's provided: Updated to re-furbish the	EXCO approved R5.7 Million to expedite the project	Report 2 on no of VIP's provided	0%	Scope of work has been changed due to needs analysis been undertaken within the	Reported to EXCO for change of scope been approved in order to avoid further
ENG17	ENG	0717/1664/000	Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Dannhauser Cricket Pitch	Dannhauser South Park Cricket Stadium b/p	Dec-09	-	600,000	600,000	657,516	-	200,000	DSR	Upgrade stadia	50%	60%	100%	75%	Slight delay due to change with Service provider	Awaiting new Consultants on site to ensure continuity of project
ENG18	ENG	0717/1664/001	Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2012	Facilitate the promotion of scarce sport codes in identified areas	Monte Vista Casino	Backlog in provision of community sport facilities/infrastructure	Jun-10	-	5,963,000	5,963,000	13,960,111	5,963,000	8,137,714	DLGTA	Upgraded Sports Complex according to business plan	15%	70%	25%	in progress	Slight delay due to the change in scope of work for the building contractor	Contractor encouraged to increase resources on site
ENG19	ENG	0717/1657/000	Basic Service Delivery	Economic Development	To contribute towards the facilitation of universal access to sport facilities for all sport codes by 2011	Facilitate the promotion of scarce sport codes in identified areas	Ben's Dorp Sportsfield	Backlog in provision of community sport facilities/infrastructure	Sep-09	-	800,000	800,000	-247,517	-	122,579	DSR	Completed Sports field	Closeout report on completed Ben's Dorp Sportsfield :100%	100%	-	100%	Close out to be submitted to EXCO and planning handover	n/a
ENG20	ENG	0718/1694/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	Attract additional investment in the expansion of water networks-Close out phase	Buffalo Flats Phases 1	Buffalo Flats 2 Technical Report and MIG application	Sep-09	-	-	-	-	0	87,947	MIG	Provide access to 20hh/h. Eradicate water backlog in the buffalo flats 1	20 households (hh) -100% completed	98%- Balance of 20 HH completed	-	in progress	Currently undertaking final inspection on project	n/a
ENG21	ENG	0718/1694/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	Attract additional investment in the expansion of water networks	Buffalo Flats Phases 2	Buffalo Flats 2 Technical Report and MIG application	Jun-10	-	17,627,160	-	-	17,627,160	7,502,417	MIG	Provide access to 1662hh/h. Eradicate water backlog in the buffalo flats 2	414 hh-25%	455 HH completed: 27%	415 hh-50%	in progress	n/a	n/a
ENG22	ENG	0718/1694/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	Attract additional investment in the expansion of water networks	Buffalo Flats phase 3	Buffalo Flats 3 Technical Report and MIG application	Jun-10	-	5,241,000	-	-	5,241,000	563,942	MIG	Provide access to water to 460 household	84hh-15%	0 HH backlog eradicated : 0%	84hh-30%	84hh-30%	Project currently in design stage	Fasttrack Contractor appointment in order to expedite project
ENG23	ENG	0718/1694/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic sanitation and expansion of sanitation service delivery to all consumers by 2010/12	Attract additional investment in the expansion of sanitation networks	Inverness Sanitation -	Backlog in provision of sanitation services within Amajuba district	Dec-09	-	800,000	-	-	800,000	430,348	MIG	Provide access to sanitation to 160 households	For awaiting completion of Fixed Asset Register by MDCB	0% :0 HH backlog eradicated	provision of sanitation to 80 hh	0% :0 HH backlog eradicated	Awaiting fund approval	n/a
ENG24	ENG	0719/1714/0000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	Attract additional investment in the expansion of water networks	Dwaal school /clinic sanitation	Backlogs in Water and Sanitation at schools and clinics	Jun-10	-	2,250,000	-	-	2,250,000	0	DWAF	Eradicate water backlog in the at schools and clinics	quarter 1 report	0%	quarter 2 report	awaiting DWAF report ,Underaken by DWAF	Awaiting fund approval	n/a

Ref	Res Dept	Vote No	National Key Performance Area	Municipal Key Performance Area	Departmental Key Performance Area	Key Performance Indicator	Project/ Programme Description	Baseline Measurement	Frequency - Timeframe	Operating Budget	Capital Budget	Amount Received	Roll over	Grants	Expenditure - December 2009	Source of Funding	Annual Target (beginning of FY)	Sep-09		Dec-09		Reasons for deviation	Corrective measure
																		proj.	act.	proj.	act.		
ENG25	ENG	0719/1716/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/12	Attract additional investment in the expansion of water networks	Infrastructure asset management	Backlog in infrastructure within Amajuba district	Dec-09	-	-	-	522,886	-	0	DWAF	Completed Infrastructure Asset Management Plan	70%	0%	100%	20%	PSP awaiting completion of Fixed Asset Register by WSP.	PSP has indicated six weeks to complete project upon receipt of Asset
ENG26	ENG	0719/1712/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	The provision of rudimentary water services	Emadlangeni Feasibility Study (Reticulation)	WSDP	Dec-09	-	-	-	590,889	-	0	DWAF	Completed Feasibility study towards the Mig/DWAF water b/p	50%	48%	100%	98%	167 of the 1012 farms have been completed. Certain farms are not accessible	Fastrack project in order to apply for MIG funding
ENG27	ENG	0719/1715/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	Attract additional investment in the expansion of water networks	Emadlangeni Bulk Water Supply	Backlog in provision of water services within Amajuba district	Jun-10	-	12,919,000	2,128,300	7,001,854	9,541,000	421,569	DWAF	provide access to water to 180 household	36hh-20%	0%	36hh-40%	HH-30%	Procurement of material completed, tender for contractors are currently being finalised	n/a
ENG28	ENG	0751/6303/000	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2010/2012	Undertake developmental business planning and streamline business processes to meet council and community needs	Construction of new offices	A need for additional offices	Jun-10	0	9,800,000	9,800,000	-	-	724,948	Amajuba DM	construction phases completed as per business plan	progress report 1	in progress	progress report 2	10%	design stage	n/a
ENG29	ENG	0716/1908/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	Attract additional investment in the expansion of water networks	Kingsley Creche	Provision of community facilities	Jun-10	-	300,000	300,000	-	-	0	Amajuba DM	Completed Creche	5%	3%	15%	4%	Design stage	Finalise location, Funds approved by EXCO
ENG30	ENG	0716/1900/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic water and expansion of water service delivery to all consumers by 2010/12	Attract additional investment in the expansion of water networks	Water and Sanitations Campaigns	Nature conservation awareness	Mar-10	-	400,000	400,000	-	-	0	Amajuba DM	Conduct water and sanitation campaigns	Still in preparations (dates arrangements)-	0%	5%	0%	No campaigns been conducted over the First quarter, finalising	Apply for funding to carry out campaigns over the next quarter
ENG31	ENG	0716/1905/000	Basic Service Delivery	Integrated Service Delivery	To ensure access to electrical supply and expansion of electricity service delivery to all consumers	Attract additional investment in the expansion of electricity networks	Review of Electricity Supply Development Plan	Electricity Supply Development Plan	Mar-10	-	50,000	50,000	-	-	0	Amajuba DM	Completed ESDP Review	5%	0%	25%	5%	Awaiting further funds to undertake review	Awaiting REDS intergartion
TOTAL										31,398,157	69,830,160	63,669,457	25,028,497	42,172,160	44,348,580								

K6: AUDITOR GENERAL'S REPORT AND RESPONSES

REPORT OF THE AUDITOR-GENERAL TO KWAZULU-NATAL PROVINCIAL LEGISLATURE AND THE COUNCIL ON THE FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION OF THE AMAJUBA DISTRICT MUNICIPALITY FOR THE YEAR ENDED 30 JUNE 2009

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the accompanying financial statements of the Amajuba District Municipality which comprise the statement of financial position as at 30 June 2009, and the statement of financial performance, the statement of changes in net assets and the cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages [xx] to [xx].

The accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the Standards of Generally Recognised Accounting Practice (Standards of GRAP) and in the manner required by the Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003) (MFMA) and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA) and section 126(3) of the MFMA, my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with the International Standards on Auditing read with *General Notice 616 of 2008*, issued in *Government Gazette No. 31057 of 15 May 2008*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
6. Paragraph 11 *et seq.* of the Standard of GRAP, GRAP 1 *Presentation of Financial Statements* requires that financial reporting by

entities shall provide information on whether resources were obtained and used in accordance with the legally adopted budget. As the budget reporting standard is not effective for this financial year, I have determined that my audit of any disclosures made by the Amajuba District Municipality in this respect will be limited to reporting on non-compliance with this disclosure requirement.

7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Basis for qualified opinion

Accumulated Surplus

8. As disclosed in note 14 to the financial statements is the accumulated surplus totaling R80,7 million. I was unable to obtain sufficient appropriate audit evidence for prior year transfer from operating income adjustments totaling R8,5 million made against the accumulated surplus in the current year. The municipality's records did not permit the application of alternative audit procedures. Therefore, I could not satisfy myself as to the occurrence, accuracy and completeness of the adjustment of R8,5 million as processed against the accumulated surplus at year end.

Commitments

9. As disclosed in note 20 to the financial statements is commitments to the value of R82,9 million. Supporting documents and adequate explanations were not provided for the difference of R5,5 million between the value disclosed in the note and the commitments register and/or contracts. The municipality's records did not permit the application of alternative audit procedures. Consequently, I did not obtain sufficient appropriate audit evidence to satisfy myself as to the completeness, obligation and valuation of commitments at year end.

Qualified opinion

10. In my opinion, except for the effects of the matters described in the Basis for qualified opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of the Amajuba District Municipality as at 30 June 2009 and its financial performance and its cash flows for the year then ended, in accordance with the Standards of GRAP and in the manner required by the MFMA.

Emphasis of matters

I draw attention to the following matters on which I do not express a qualified opinion:

Irregular expenditure

11. As disclosed in note 22 to the financial statements, irregular expenditure to the

amount of R16,1 million was incurred, as a result of non-compliance with supply chain management policy.

Investment in associate

12. As disclosed in note 22 to the financial statements, the municipality has impaired its investment in Uthukela Water (Pty) Ltd. The absence of up- to -date financial records from the entity create an uncertainty as to the current value of the investment. The initial cost of the investment is R87,8 million.

Other matters

I draw attention to the following matters that relates to my responsibilities in the audit of the financial statements:

Material inconsistencies in information included in the annual report

13. I have not obtained the other information included in the annual report and have not been able to identify any material inconsistencies with the financial statements.

Non-compliance with legislation

Municipal Finance Management Act

14. The service delivery and budget implementation plan was not approved within 28 days after the approval of the budget as required by section 53(1)(c) of the MFMA.
15. The annual report for 2007-08 was not tabled with seven months after the end of the financial year as required by section 127(2) of the MFMA.
16. The municipal entity's, Uthukela Water (Pty) Ltd, financial statements are not annexed to the municipality's financial statements, contrary to the requirements of *General Notice 552 of 2007*, in *Government Gazette no. 30012 of 29 June 2007*. The reason for this is that there is a backlog with regards to the preparation of the financial statements of the entity.

Unaudited supplementay schedule

17. The municipality provided supplementary information in Appendix E to the financial statements on whether resources were obtained and used in accordance with the legally adopted budget, in accordance with GRAP 1 *Presentation of Financial Statements*. The supplementary budget information and other supplementary information set out on pages [xx] to [xx] do not form part of the financial statements and is presented as additional information. I have not audited these schedules accordingly, I do not express an opinion thereon.

Governance framework

18. The governance principles that impact the auditor's opinion on the financial statements are related to the responsibilities and practices exercised by the accounting officer and executive management and are

reflected in the internal control deficiencies and key governance responsibilities addressed below:

Internal control deficiencies

19. Section 62(1)(c)(i) of the MFMA states that the accounting officer must ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control. The table below depicts the root causes that gave rise to the deficiencies in the system of internal control, which led to the qualified opinion. The root causes are categorised according to the five components of an effective system of internal control. (The number listed per component can be followed with the legend below the table.) In some instances deficiencies exist in more than one internal control component.

Par. no.	Basis for qualified opinion	CE	RA	CA	IC	M
8.	Accumulated surplus	5			1	
9.	Commitments	5			1	

20. The suspension of the Chief Financial Officer late in October 2009 has resulted in management not being able to provide supporting documentation and adequate explanations for certain account balances and transactions, as disclosed in the financial statements.

Legend	
CE = Control environment	
The organisational structure does not address areas of responsibility and lines of reporting to support effective control over financial reporting.	1
Management and staff are not assigned appropriate levels of authority and responsibility to facilitate control over financial reporting.	2
Human resource policies do not facilitate effective recruitment and training, disciplining and supervision of personnel.	3
Integrity and ethical values have not been developed and are not understood to set the standard for financial reporting.	4
The accounting officer/accounting authority does not exercise oversight responsibility over financial reporting and internal control.	5
Management's philosophy and operating style do not promote effective control over financial reporting.	6
The entity does not have individuals competent in financial reporting and related matters.	7
RA = Risk assessment	
Management has not specified financial reporting objectives to enable the identification of risks to reliable financial reporting.	1
The entity does not identify risks to the achievement of financial reporting objectives.	2
The entity does not analyse the likelihood and impact of the risks identified.	3
The entity does not determine a risk strategy/action plan to manage identified risks.	4
The potential for material misstatement due to fraud is not considered.	5
CA = Control activities	
There is inadequate segregation of duties to prevent fraudulent data and asset misappropriation.	1
General information technology controls have not been designed to maintain the integrity of the information system and the security of the data.	2
Manual or automated controls are not designed to ensure that the transactions have occurred, are authorised, and are completely and accurately processed.	3
Actions are not taken to address risks to the achievement of financial reporting objectives.	4
Control activities are not selected and developed to mitigate risks over financial reporting.	5
Policies and procedures related to financial reporting are not established and communicated.	6
Realistic targets are not set for financial performance measures, which are in turn not linked to an effective reward system.	7
IC = Information and communication	

Pertinent information is not identified and captured in a form and time frame to support financial reporting.	1
Information required to implement internal control is not available to personnel to enable internal control responsibilities.	2
Communications do not enable and support the understanding and execution of internal control processes and responsibilities by personnel.	3
M = Monitoring	
Ongoing monitoring and supervision are not undertaken to enable an assessment of the effectiveness of internal control over financial reporting.	1
Neither reviews by internal audit or the audit committee nor self -assessments are evident.	2
Internal control deficiencies are not identified and communicated in a timely manner to allow for corrective action to be taken.	3

Key governance responsibilities

21. The MFMA tasks the accounting officer with a number of responsibilities concerning financial and risk management and internal control. Fundamental to achieving this is the implementation of key governance responsibilities, which I have assessed as follows:

No.	Matter	Y	N
Clear trail of supporting documentation that is easily available and provided in a timely manner			
1.	No significant difficulties were experienced during the audit concerning delays or the availability of requested information.	<input type="checkbox"/>	
Quality of financial statements and related management information			
2.	The financial statements were not subject to any material amendments resulting from the audit.		<input type="checkbox"/>
3.	The annual report was submitted for consideration prior to the tabling of the auditor's report.		<input type="checkbox"/>
Timeliness of financial statements and management information			
4.	The annual financial statements were submitted for auditing as per the legislated deadlines.	<input type="checkbox"/>	
Availability of key officials during audit			
5.	Key officials were available throughout the audit process.	<input type="checkbox"/>	
Development and compliance with risk management, effective internal control and governance practices			
6.	Audit committee	<input type="checkbox"/>	
	<ul style="list-style-type: none"> The municipality had an audit committee in operation throughout the financial year. 	<input type="checkbox"/>	
	<ul style="list-style-type: none"> The audit committee operates in accordance with approved, written terms of reference. 	<input type="checkbox"/>	
	<ul style="list-style-type: none"> The audit committee substantially fulfilled its responsibilities for the year, as set out in section 166(2) of the MFMA. 	<input type="checkbox"/>	
7.	Internal audit		

	<ul style="list-style-type: none"> The municipality had an internal audit function in operation throughout the financial year. 	<input type="checkbox"/>	
	<ul style="list-style-type: none"> The internal audit function operates in terms of an approved internal audit plan. 	<input type="checkbox"/>	
	<ul style="list-style-type: none"> The internal audit function substantially fulfilled its responsibilities for the year, as set out in section 165(2) of the MFMA. 	<input type="checkbox"/>	
8.	There are no significant deficiencies in the design and implementation of internal control in respect of financial and risk management.		<input type="checkbox"/>
9.	There are no significant deficiencies in the design and implementation of internal control in respect of compliance with applicable laws and regulations.		<input type="checkbox"/>
10.	The information systems were appropriate to facilitate the preparation of the financial statements.	<input type="checkbox"/>	
11.	A risk assessment was conducted on a regular basis and a risk management strategy, which includes a fraud prevention plan, is documented and used as set out in section 62(1)(c)(i) of the MFMA.	<input type="checkbox"/>	
12.	Delegations of responsibility are in place, as set out in section 79 of the MFMA.	<input type="checkbox"/>	
Follow-up of audit findings			
13.	The prior year audit findings have been substantially addressed.		<input type="checkbox"/>
14.	SCOPA/Oversight resolutions have been substantially implemented.	<input type="checkbox"/>	
Issues relating to the reporting of performance information			
15.	The information systems were appropriate to facilitate the preparation of a performance report that is accurate and complete.	<input type="checkbox"/>	
16.	Adequate control processes and procedures are designed and implemented to ensure the accuracy and completeness of reported performance information.		<input type="checkbox"/>
17.	A strategic plan was prepared and approved for the financial year under review for purposes of monitoring the performance in relation to the budget and delivery by the Amajuba District Municipality against its mandate, predetermined objectives, outputs, indicators and targets.		<input type="checkbox"/>
18.	There is a functioning performance management system and performance bonuses are only paid after proper assessment and approval by those charged with governance.	<input type="checkbox"/>	

22. Management responded timeously on requested information as a result of key officials being available during the audit process. The municipality had an internal audit unit and an audit committee that functioned throughout the period. The municipality's performance information was submitted on time. Due to the suspension of the Chief Financial Officer late in October, management was not able to provide supporting documentation and adequate explanations for certain account balances and transactions, as disclosed in the financial statements.

Investigation

23. An investigation is being conducted on two Supply Chain Management employees. The investigation aims to establish whether these employees were involved in suspected fraud. The investigation was still ongoing at the reporting date.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Report on performance information

24. I have reviewed the performance information as set out on pages [xx] to [xx].

The accounting officer's responsibility for the performance information

25. In terms of section 121(3)(c) of the MFMA, the annual report of a municipality must include the annual performance report of the municipality, prepared by the municipality in terms of section 46 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000) (MSA).

The Auditor-General's responsibility

26. I conducted my engagement in accordance with section 13 of the PAA read with *General Notice 616 of 2008*, issued in *Government Gazette No. 31057 of 15 May 2008* and section 45 of the MSA.

27. In terms of the foregoing my engagement included performing procedures of a review nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.

28. I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for the findings reported below.

Findings on performance information

Non-compliance with regulatory requirements

Content of integrated development plan

29. The integrated development plan (IDP) of the municipality did not include details of input, output and outcome indicators, as required by regulation 9(1)(a) of the Municipal Planning and Performance Management Regulations, 2001. The IDP did also not contain any prescribed general key performance indicators, as required by section 43(2) of the MSA.

30. The IDP did not contain the key performance indicators and performance targets determined in terms of section 41, as required by section 26(i) of the MSA.

Monitoring, measurement and review of performance

31. Reports relating to the monitoring, measurement and review of performance had not been submitted to the mayor of the municipality, and both National and Provincial Treasury, as required by section 72(1) of the MFMA.

Nature of the performance management system

32. The performance management system does not specifically provide for policies and procedures to take steps to improve performance with regard to those development priorities and objectives where performance targets were not met, as required by section 41(1) of the MSA.

Internal auditing of performance measurements

33. The internal auditors did not audit and issue reports on performance measurement of the municipality as required by section 14(2)(c) of the Municipal Planning and Performance Management Regulations, 2001 due to the fact that assessments on performance management had not been completed.

APPRECIATION

34. The assistance rendered by the staff of the Amajuba District Municipality during the audit is sincerely appreciated.

Pietermaritzburg

28 November 2009



AUDITOR - GENERAL
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ACTION PLAN TO ADDRESS AUDITOR-GENERAL QUERIES

Basis for qualified opinion

Accumulated Surplus

1. The suspension of the Chief Financial Officer late in October 2009 has resulted in management not being able to provide supporting documentation and adequate explanations for certain account balances and transactions as disclosed in the financial statements. Management has therefore considered it crucial that all departments should have a Deputy Director to increase levels of support to the organization and minimize complications arising in the absence of the Director.

Commitments

2. This relates to outstanding amounts on tender contracts as at year end, Management will ensure that the tender register is properly maintained and updated to enable the confirmation of the completeness and accuracy of the disclosure of commitments in the financial statements.

Qualified opinion

3. The basis of qualification stems from the lack of internal control measures to appoint Deputy Directors for each department so to increase levels of support to the organization and minimize complications arising in the absence of the Director and from bid and related supply chain processes, Based thereon Management concludes that these activities need to receive special attention to ensure that they are strengthened in order to eradicate qualifications in the future.

Emphasis of matters

Irregular expenditure

4. In terms of section 111 of the MFMA Management will ensure that attention is given to strengthening the bid committee process to reduce the likelihood of irregular transactions.

Investment in associate

5. Ongoing monitoring and supervision will be undertaken to enable an assessment of the effectiveness of internal control over financial reporting. The Municipality is putting in place appropriate systems and mechanisms to ensure that all applicable aspects of legislative, regulatory and contractual requirements which impact on the activities and functions of the Amajuba District Municipality be complied with.

Other matters

Material inconsistencies in information included in the annual report

6. Steps have been taken to ensure that the annual report is tabled in accordance with the requirements of the MFMA

Non-compliance with legislation

Municipal Finance Management Act

7. The Municipality is putting in place appropriate systems and mechanisms to ensure that all applicable aspects of legislative, regulatory and contractual requirements which impact on the activities and functions of the Amajuba District Municipality be complied with.
 - The service delivery and budget implementation plan will be approved within 28 days after the approval of the budget as required by section 53(1)(c) of the MFMA,
 - The annual report will be tabled within seven months after the end of the financial year as required by section 127(2) of the MFMA .
 - The municipal entity, Uthukela Water (Pty) Ltd, financial statements will be annexed to the municipality's financial statements as recommended in the Auditor General's Report.

Unaudited supplementary schedule

8. This relates to supplementary information provided in Annexure E. Management will decide in future if it is necessary to include this information in its Annual Financial Statements.

Internal control deficiencies

9. Management needs to focus attention on the on the Control areas listed by the Auditor General.

Investigation

10. The investigation has been completed.

Content of integrated development plan

11. This has been adequately addressed in the 2009-10 and 2010-11 IDP Review documents.

Monitoring, measurement and review of performance

12. Reports relating to the monitoring, measurement and review of performance will be prepared and submitted to the mayor of the municipality, and both National and Provincial Treasury, as required by section 72(1) of the MFMA within the legislated timeframe in 2009/2010 Financial year.

Nature of the performance management system

13. Policies and procedures for improvement of HOD's performance will be prepared during the 2009-10 financial year and included in the performance agreements of the HOD's.

Internal auditing of performance measurements

14. Once the Auditor-General's report has been issued to the municipality; the evaluation panel will then conduct the final performance assessments for the 2008/09 financial year; results of which will be submitted to the internal auditors for auditing of performance measurements.

Appreciation

Management expresses its sincere appreciation to the value added by the office of the Auditor General in furthering the cause of effective corporate governance and sound accountability within the Amajuba District Municipality.

.....
MR VB Mbatha
Municipal Manager (Acting)

K7: PUBLIC PARTICIPATION PROCESS & PARTICIPATION PLAN

1.0 BACKGROUND

The Amajuba District Municipality embarked upon a series of community road shows during May 2010 within all three local municipalities. Issues raised per venue are summarised in the table below:

MEETING	ISSUES RAISED
Hattingspruit 14 May 2010	<ul style="list-style-type: none"> ❖ Lindiwe Kunene from Springbok, ward 8 she suggested that from the budget allocated for HIV&AIDS, the money should be used to train people who are infected and are not getting any sickness grants from the government even though they are taking the ARV treatment and they should be given employment opportunities in local clinics. ❖ Nomvula Nzuza from Newtown ward 1 reported that during the disaster, their livestock (cattle) died and they reported that matter to the department of agriculture in Dundee, but nothing has happened even though some were compensated. ❖ MaNgobese Sithole from Dorynkop, ward 1 requested that they be provided with water as they share their water sources with livestock. ❖ They also requested electricity even if its solar panels. ❖ Tholakele Dlomo Dlamini from Spook mill in ward 8 reported that she lost seven cows during the storms but was never compensated for her loss. ❖ Ntombifuthi Hlongwane wants to know about the world cup plan where are their going to watch soccer and request electricity ❖ Notsikelelo from Ramaphosa no development happening in the area, they service delivery is only on the area of whites. It was reported to the ward councilor, but no feedback received ❖ Sbhongile Msimango Ward 1- needs electricity and water. ❖ Martha – request the connection of water their want taps ❖ Busisiwe Mofukeng from Ramaphosa request for road, maintenance of grave they are filthy, need water and she want to know about the world cup where are they going to place big screens. ❖ Robert Shabalala form 42 requests the additional funds for sport. The funds are insufficient the want more sports in the area not only soccer. ❖ Mr Mncwango from Ward 7 request for tractor, RDP houses, water and there is crime in the area ❖ Dondo Hlongwane From Clone wards <ul style="list-style-type: none"> ○ People with HIV/AID government must have the strategy for distribution of food for those who are affected. ○ Encourage people to acknowledge their HIV/AIDs status ○ Only one nurse works at clone need additional nurse people have to wait hour see the nurse. ❖ Mrs Hlatshwayo –Buthelezi from Hattingspruit ward1 access road needs constrction and need electricity /solar ❖ Mrs Nxumalo Ward 7 request additional wheelbarrows and fork received the equipment in 2009 but it difficult to share due the number of people in the group and need connection of water in their gardens.

MEETING	ISSUES RAISED
Ndwakazana School Sports Field 15 May 2010	<ul style="list-style-type: none"> ❖ Mrs Nokuthula Mkhonza from Ward 4: Would like Amajuba District Municipality to assist her with a bursary for her daughter next year. ❖ Zamani Mkhwanazi: Wants to know which ward he belongs. ❖ Mrs Nxumalo from ward 1: Would like the Mayor to assist her by building a house for her. ❖ Slindokuhle Ngema from ward 3: Would like Amajuba District Municipality to assist her, she wants to start a business. ❖ Mr Maphanga from Zaaihoek: They have a problem with the road; they are requesting Amajuba District Municipality to assist in constructing road for them. She further request that they need assistance with sanitation facilities at Zaaihoek. ❖ Dumisani Ndebele from ward 1 kwa-Thema: He wants to know the name of the councillor of Hatting. He also mentioned that they need service delivery in Hatting ❖ Megi Nkosi from ward 3 kwaNdwakazane: She mentioned that on the 24th of March the tank that was installed at their ward was destroyed by the storm ❖ Sizwe Mbatha from ward 1 under Inkosi Nzima: They need a foot bridge in their ward because their children find it difficult to arrive at school in time especially in summer when it's raining because they had to use alternative routes. ❖ Sizana Mbhele from ward 3 Giyane: Requested the district to provide them with jojo tanks since they don't have water. Requested the municipality to extend classrooms at Nkululekweni Primary School. There's also a shortage of water at ward 3. ❖ Giyani kwaThuthuka: Thanked the road show for coming to Utrecht. Would like the district to build a bridge for the people of Utrecht because the existing one is dangerous and causing accidents. Request district to provide them with solar. ❖ Sandile Mahlangu of Inkululeko yomphakathi: They are looking for sports equipment and sports field as youth. They also request that their roads be graded. ❖ Mhlungu of ward 3 under Inkosi Mabaso: The farmer at ward 3 closes the gate (entrance) and their relatives can't have access to that gate. ❖ Mkhwanazi from ward 7 at Dicks: Would like the district to intervene, they have a drama group teaching about HIV and AIDS and they are requesting sponsorship. They requested that their roads be graded

MEETING	ISSUES RAISED
Lista Farm 16 May 2010	<ul style="list-style-type: none"> ❖ Ms Khanyisile Kunene from Ward 7- wanted to know how the employment process was done in the bulk line project that goes through Draaicut. ❖ She also requested fencing for their small gardens. ❖ Ms Nobelungu Ndaba from Ward 7, Emadoshini - complained that there is no electricity where she stays and it's been 23 years. And the area is invaded with crime and thieves. ❖ Mr. Sbusiso Nkosi from H39 – wanted to know in which ward do they fall under. ❖ Gentlemen from Mndozo- asked for solar panels in kwaMlimi and thanked the mayor for the agricultural equipment he gave to them. ❖ Ms Alvinah Thwala from Ward 9 in Osizweni- she thanked the mayor for the good work as they are provided with everything and they also thank councilor Thami Nzuza. ❖ Ms Ntombizini Masango from ward 31 in Soul city , Cllr Madonsela requested that when the money budgeted for sports is being spent may they also be remembered and be included in the planning. ❖ They also have problems of collapsing toilets. ❖ Nompumelelo Mbuli next to Enkomazini in ward 16 alerted that mayor that there's a bridge next to her household that out drains water into the house and now the house is cracking, requested an intervention from the mayor. ❖ Amos Mabele from ward 12- requested a RDP House since his house got burnt in 2009 and no one has ever came for an evaluation. They also don't have water and toilets. ❖ Thandi Sithole from P166 in section 7, Madadeni - told the mayor that her house got burnt in 2008 as she was working on contract basis in town and up to this far she can not afford to repair her house or build a new one. ❖ Suzan Zwane from ward 31 complained about the uncovered trenches since the inception of which poses a threat to kids as they cannot cross it during rainy seasons and people are found dead in those trenches. ❖ Jabulani Mgabhi from H39 requested the mayor to intervene in their problems as he is the one who has been helping them since they occupied that land. ❖ Lucas Mbonani from ward 4 complained of bad roads. ❖ Mrs. Mazibuko from ward 6 she complained of bad access roads, not adequate water supply, some households are without electricity and the grave yards are in bad condition also requested that the mayor assist them with street light (Apollo). ❖ Juliet from H39 thanked the mayor for water provision. ❖ Diana Motlouning from ward 20 Kenana 1676 reported that her water meter was dysfunctional, water bursts into the house. ❖ Mrs. Shabangu from H39 requested that they be provided with solid waste facility, toilets and electricity. ❖ Ntombenhle Ngcobo from Manzana requested an RDP house and she has a vacant site with no house or toilet. ❖ Thembisile Dlamini ward 14 section 7 Madadeni left their request for donation to be submitted to the mayor's office. ❖ Zanele Mthethwa from ward 12 requested an RDP house as they are a family of 7 members and they occupy a single room, and requested a toilet and water. ❖ Busisiwe Mpungose from Lista farm requested tar roads for easy access of ambulances, street lights and requested assistance as she runs a crèche. ❖ Mrs. Lucy Khumalo, Eskom no 5024 in Lista farm reported that her house was blown away by the storms in 2000 and she got injured and has an iron in her leg, she requested a house. ❖ Rev Elijah Lukhele from ward 7 Emadanyini made his request on behalf of the community that they need electricity, house connections and a bridge. He also requested a church building for his congregation as it assists lot of people in the community. The name of his church is St Apostolic Faith Mission. ❖ Jabu Ntuli requested an RDP house and electricity. ❖ Spongile Khumalo from ward 9, 3174 Osizweni requested an RDP which she has waited for, for 15 years whilst staying in the shack. ❖ Spongile Ziqubu ward 7 requested RDP house and toilet. ❖ Mrs Mazibuko ward 6 request for road the road s are in bad conditions they have to go to the main road to get transport even the ambulance cannot get access <ul style="list-style-type: none"> ○ Need water and electricity ❖ Mrs Nkomo from Khenana requested toilet and water. ❖ Nora Maseko ward 14 section 7 complained about the ditch next to her house that was dug by the contractor for construction of water it was never finish people dump waste which course the unhealthy smell and rats she reported the matter to ward councilor and municipality up to far nothing happened she urge the Mayor to intervene to this matter ❖ Spongile Ziqubu Ward 7 D2323 – need RDP house and toilet she applied for the RDP and its was approve when the construction of RDP houses starts she was left out and the neighbours houses were built, they promises her to come back but they never . ❖ Mrs Ndlovu Ward 6 –Cllr Ngcobo she need a house they are the family of 14 people ❖ Ntombi Thwala request the windows for her house. ❖ Mrs Ntuli Cllr Ntombela Ward request for RDP house and Toilet she is using school toilet (Sizanani School). ❖ Lindiwe Nkosi Cllr Nzuza problem with a child grant. ❖ Tryphina Mntaung need RDP house, electricity, Street lights (Apollo) ❖ Mr Hadabe from Lista Cllr Ntombela need RDP house.

MEETING	ISSUES RAISED
Charlestown 23 May 2010	<ul style="list-style-type: none"> ❖ Mr Mdakane of Amajuba Forest:: He requested the District to assist with Sanitation Facilities in Charlestown. He also reported that there is a shortage of water at Mahobe Combined School. He further requested the Mayor to assist by renovating the kitchen at Amahobe Combined School where they cook for the learners. ❖ Petros Ngwenya of number 583 Clives: Requested the Mayor to assist him, he want to start a business of selling chickens. ❖ Mrs Mbatha of Charlestown: Would like the District to intervene, they are drinking dirty water. ❖ Reverend Vilakazi of Charlestown: Requested the Mayor to provide the community of Charlestown with water. ❖ Mr Ndlozi: Requested the District to provide them with electricity. Requested the Mayor to intervene, they don't have tar roads. ❖ Mr S Ngobese of 564 Clavis: Requested the District to supply them with electricity in Charlestown. ❖ Thandi Nkosi: Requested the Mayor to assist them with RDP houses since their houses collapsed last year. Requested the Mayor to intervene, last year she applied for an Identity document at Home Affairs and when she went to check her identity document they told her she is sharing the ID number with someone else. ❖ Miss Nompilo Ndlovu of number 5 Woodward: She needs a water tap at her home. ❖ Mr Mabuza of Charlestown: Need help for land Claim. ❖ Mtalinge Tsotetsi of Whitekom: Requested fencing for their houses because their area is invaded with crime and thieves. They also need toilets in their ward. They need clean water. ❖ Thabede A of Coldstream: Complained that they have no electricity in Coldstream. They also need clean water. They also looking for the street lights or (Apollo) because its not easier for them to go during the night. They also need tar road ❖ Wonderboy of Clevis: They need RDP Houses in Clavis. They also need sports equipment so that the youth that are not working will have something that will keep them busy. ❖ Lindiwe of Charlestown: Would like the District to provide them with job in their area. ❖ Nompumelelo of Charlestown: Reported on behalf of her community that they need electricity. They also need footbridge. They also need the district to build a church for them ❖ Winnie of Coldstream: Reported on behalf of her community that they need electricity. They need toilets. They need clean water. ❖ Nompumelelo Mhonti of Lindelani: Wants to know in which ward does she belongs. ❖ Baba Mdakane of Amajuba Forest: Would like the Mayor to assist in supplying water at Mahobe Combined Primary school. They also need the district to renovate the kitchen at Mahobe Primary School because the existing one is collapsing. ❖ Petros Ngwenya of 568 Clavis: Would like the Mayor to assist him, he wants to start a business of selling chickens and he doesn't have the money to start that business. ❖ Mphikeleli Kubheka: Reported on behalf of his ward that they don't have electricity. They also requested the district to build school for their children because the existing one is far. ❖ Velaphi Zwane of 464 Charlestown: Mentioned that they are a group of five and they want to start a business of selling bricks, they did wrote a letter to the District to assist them, they want buy machine of concrete for crasher sand cement. The name of their group is Phumlani Block and Brick makers co-operative. ❖ Mike Dladla of Bothaspass: Mentioned that they have Lazweni Trading Enterprise about 800 hectors and they would like the Mayor to assist them with tools. They would also like the Mayor to visit them and see what they really need in their ward. ❖ Simon Ngwenya of Welen hotel next to Ekubongeni School at Masibambisane: In his ward they need irrigation tools, tractors and also fencing for their gardens. They also need sanitation in Charlestown ❖ Phindile Ngcobo of Wykom ward reported on behalf of his community: They need electricity, RDP Houses, and tar roads. ❖ Winnie Thwala of Londuff would like the district to provide her with an RDP House, electricity, and water. ❖ Fani Ngubeni of Charlestown at Lindelani indicated that they need sanitation facilities in their ward, a sportsfield upgraded and a tar road in their ward. ❖ Robert Mbatha of Nkwelo under Councillor Mtambo reported on behalf of Charlestown and indicated that they need water and electricity. ❖ Mfundisi Vilakaziof no 404 Boom Street would like the district to assist by fencing the cemetery Boomstreet. ❖ Esther Binda of 121 Hunter street would like the district to provide them with water.

AMAJUBA PUBLIC PARTICIPATION PLAN

1.0 BACKGROUND

‘Participatory governance’ is described by the International Institute of Labour Studies (2005) as “a regulatory framework in which the task of running public affairs is not solely entrusted to government and the public administration, but involves co-operation between state institutions and civil society groups.” Similarly ‘co-operative governance’, which is a similar concept, has been defined by Edigheji (2002) as “the interlocking of the state and societal groups in a mix of public-private policy networks in the formulation and implementation of public policy”.

Both of these definitions envisage arrangements in which governments include organized citizens’ groups in both making and implementing policy.

This Plan seeks to encourage public participation in the activities of the Amajuba District Municipality (ADM) to ensure both meaningful community involvement in the decision making of the municipality, as well as to ensure legislative compliance.

2.0 GUIDING PRINCIPLES

2.1 INTRODUCTION

In the Draft National Policy Framework for Public Participation (2005, p6) prepared by the DPLG, in order to make public participation a reality, a series of guiding principles must be followed:

- **Inclusivity** - embracing all views and opinions in the process of community participation.
- **Diversity** - In a community participation process it is important to understand the differences associated with race, gender, religion, ethnicity, language, age, economic status and sexual orientation. These differences should be allowed to emerge and where appropriate, ways sought to develop a consensus. Planning processes must build on this diversity.
- **Building community participation** – Capacity-building is the active empowerment of role players so that they clearly and fully understand the objective of public participation and may in turn take such actions or conduct themselves in ways that are calculated to achieve or lead to the delivery of the objectives.
- **Transparency** - promoting openness, sincerity and honesty among all the role players in a participation process.
- **Flexibility** - the ability to make room for change for the benefit of the participatory process. Flexibility is often required in respect of timing and methodology. If built into the participatory processes upfront, this principle allows for adequate public involvement, realistic management of costs and better ability to manage the quality of the output.

- **Accessibility** – at both mental and physical levels - collectively aimed at ensuring that participants in a public participation process fully and clearly understand the aim, objectives, issues and the methodologies of the process, and are empowered to participate effectively. Accessibility ensures not only that the role players can relate to the process and the issues at hand, but also that they are, at the practical level, able to make their input into the process.
- **Accountability** - the assumption by all the participants in a participatory process of full responsibility for their individual actions and conduct as well as a willingness and commitment to implement, abide by and communicate as necessary all measures and decisions in the course of the process.
- **Trust, Commitment and Respect** - Above all, trust is required in a public participatory process. Invariably, however, trust is used to refer to faith and confidence in the integrity, sincerity, honesty and ability of the process and those facilitating the process. Going about participation in a rush without adequate resource allocations will undoubtedly be seen as a public relations exercise likely to diminish the trust and respect of community in whoever is conducting the process in the long term, to the detriment of any public participation processes.
- **Integration** – that public participation processes are integrated into mainstream policies and services, such as the IDP process and service planning.

2.2 LEGAL FRAMEWORK

There are several pieces of legislation that regulate the community participation process, including:

- The Constitution (Act 108 of 1996);
- The Local Government Municipal Systems Act (Act 32 of 2000);
- The Local Government Municipal Finance Management Act (Act 56 of 2003); and

2.2.1 THE CONSTITUTION

Section 152 (1) of the Constitution outlines the objectives of local government as follows:

- a) To provide democratic and accountable government for local communities;
- b) To ensure the provision of services to communities in a sustainable manner;
- c) To promote social and economic development;
- d) To promote a safe and healthy environment; and
- e) To encourage the involvement of communities and community organisations in the matters of local government.

This plan seeks to implement Section 152 (1) (e) of the Constitution.

2.2.2 THE MUNICIPAL SYSTEMS ACT

Chapter 4 of the MSA outlines how municipalities are to involve the

community in the processes of local government. Sections 16 to 23 are summarised as follows:

- Development of culture of community participation
- Mechanisms, processes and procedures for community participation
- Communication of information concerning community participation
- Public notice of meetings of municipal councils
- Admission of public to meetings
- Communications to local community
- Regulations and guidelines

These sections and the content therein are used as the foundation for the Amajuba Public Participation Plan.

2.2.3 THE MUNICIPAL FINANCE MANAGEMENT ACT

Chapter 4 of the MFMA deals with Municipal Budgets and Sections 21 and 23 deal with the *Budget Preparation Process* and *Consultations on the Tabled Budget* respectively. These sections have also been built into the Amajuba Public Participation Plan.

2.3 THE COMMUNITY PARTICIPATION STRATEGY

In order for successful participation to occur, the following issues must be addressed:

- There must be a genuine intent and attitude by the Municipality and its citizens to engage in a public process to help make better decisions;
- There must be clearly defined process that identify the roles of participants;
- Participation must occur early enough in the process so that it can influence the outcomes;
- There is a need to identify and invite people who are affected or interested in the issue being debated to be part of the process;
- There must be sufficient dialog and deliberation as part of the process;
- That all participants work hard, listen to all sides, and attempt to understand opposing viewpoints; and
- There is a need to consider the “public good” perspective on all issues, especially when personal interests differ.

3.0 ISSUES TO BE COMMUNICATED

The municipality is required to engage the community on a range of issues with particular emphasis on the following:

- The Integrated Development Planning (IDP) process;
- The annual Budget preparation process;
- The Performance Management System (PMS) and the overall performance of the municipality;
- Policies and By-laws that the municipality has developed and is implementing;
- Pressing issues of LED and unemployment, as well as HIV/ Aids;
- Project planning, implementation and monitoring;
- The future strategic plans of the municipality; and
- Issues relating to development in general.

4.0 METHODS FOR PUBLIC PARTICIPATION

4.1 COUNCIL MEETINGS

4.1.1 LEGAL REQUIREMENTS

Section 20 (1) of the MSA (32 of 2000) indicates that:

“(1) Meetings of a municipal council and those of its committees are open to the public, including the media, and the council or such committee may not exclude the public, including the media, from a meeting, except when—

- (a) it is reasonable to do so having regard to the nature of the business being transacted; and*
- (b) a by-law or a resolution of the council specifying the circumstances in which the council or such committee may close a meeting and which complies with paragraph (a). authorises the council or such committee to close the meeting to the public”.*

4.1.2 STRATEGY TO BE IMPLEMENTED

In order to ensure public participation in Council meetings, the municipality will make people aware that they are welcome at Council meetings by widely publicising these meetings. To achieve this, an annual calendar for official meetings of the Council will be distributed through the media as well as through the Municipal Newsletter.

4.1.3 ACTION AND RESPONSIBILITY

The following actions and responsibilities have been identified for this task:

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Draft an annual calendar of events	June	Dir Corp Services
2	Publish annual calendar of events in the local media	July	Dir Corp Services
3	Publish annual calendar of events in the Amajuba Newsletter	July	Assist Dir Tourism & Communication
4			

4.2 IDP REPRESENTATIVE FORUMS

4.2.1 LEGAL REQUIREMENTS

In terms of community participation in the drafting of the Integrated Development Plan (IDP), Section 29 (1) of the MSA (32 of 2000) indicates that:

“29. (1) The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must—

- (a) be in accordance with a predetermined programme*

- (b) specifying timeframes for the different steps; through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for—
 - (i) the local community to be consulted on its development needs and priorities;
 - (ii) the local community to participate in the drafting of the integrated development plan; and
 - (iii) organs of state, including traditional authorities and other role players to be identified and consulted on the drafting of the integrated development plan;
- (c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and
- (d) be consistent with any other matters that may be prescribed by regulation”.

4.2.2 STRATEGY TO BE IMPLEMENTED

The Amajuba IDP RF will be the primary public participation forum for the Annual IDP and Budget preparation/ review process. The IDP RF will be chaired by the Mayor and in his/ her absence, the deputy Mayor, the Municipal Manager or the IDP Manager depending on availability.

4.2.3 ACTION AND RESPONSIBILITY

The following actions and responsibilities have been identified for this task:

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Draft annual Process Plan for the IDP and Budget.	July	IDP Manager CFO
2	A minimum of three IDP RF meetings per financial year.	Ongoing	IDP Manager CFO

4.3 IDP AND BUDGET ROADSHOWS

4.3.1 LEGAL REQUIREMENTS

Section 16 (1) of the MSA (32 of 2000) indicates that:

“16. (1) A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose-

(a) Encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in—

- (i) The preparation, implementation and review of its integrated development plan in terms of Chapter 5;
- (ii) The establishment, implementation and review of its performance management system in terms of Chapter 6;
- (iii) The monitoring and review of its performance, including the outcomes and impact of such performance;
- (iv) The preparation of its budget; and strategic decisions relating to the provision of municipal services in terms of Chapter 8.”

4.3.2 STRATEGY TO BE IMPLEMENTED

In order to address this section of the legislation, since the 2005/6 financial year, the ADM annually embarks upon road shows of its IDP and budget during April of each year.

The Municipal Manager annually convenes a Community Road shows Steering Committee, in March of each, comprising key officials involved in the Road show process, to make arrangements for the proceedings.

The Road shows afford the broader district community with the opportunity to comment verbally on the draft IDP and Budget, as well as to provide comments and raise issues on service delivery in general.

4.3.3 ACTION AND RESPONSIBILITY

The following actions and responsibilities have been identified for this task:

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Convening of Road shows Steering Committee and preparatory meetings	Beginning of March	Municipal Manager
2	Roll-out of Community Road shows	First week in April	Municipal Manager Assist Director Tourism & PRO

4.4 IZIMBIZO PROGRAMMES

4.4.1 LEGAL REQUIREMENTS

There is no direct legislation resulting in Imbizo, but the concept addresses Section 152 (1) of the Constitution.

4.4.2 STRATEGY TO BE IMPLEMENTED

Public participation also has a role to play in giving feedback directly to provincial and national levels. The approach taken by government has been to roll-out Imbizo's.

An Imbizo is essentially a heightened period of unmediated communication between the people and government. The people essentially raise their concerns or issues directly with government officials in a meeting format and get direct responses to their queries. Imbizo's have been part of government's commitment to get closer to the people and to promote both accountability and transparency. It is a campaign taken up by all spheres of government and affords government an opportunity to have an insight into people's concerns over the delivery of services and the betterment of their lives.

The campaign promotes partnership between the Government and the people and thus promotes participatory democracy and as such encourages ordinary

citizens to be active participants in the transformation of the South African society. Izimbizo's also fulfil the strategic objective of achieving effective government communication that will empower citizens to become agents of change.

4.4.3 ACTION AND RESPONSIBILITY

According to GCIS's Government Communicator's Handbook, a Task Team should be established and charged with the overall responsibility of implementing the Imbizo. The Task Team should preferably consist of selected government communicators from the department, representatives from protocol and security; a senior person who will be the link with the provincial department and others as may be deemed fit.

The significance of having communicators in the Task Team is that of ensuring that the communication objectives of the Imbizo are strictly maintained. Protocol and security have to be taken on board at all times as their understanding of the Imbizo is crucial to its success. Neglecting to brief them thoroughly may result in the failure of the Imbizo, as they are critical and responsible for the movements of the principal on the ground.

Personnel from the Province are also important in the process of implementing Imbizo. Preferably, it has to be someone with direct access to the Premier or the entire Executive Council, the MEC in the province, depending on the nature of the Imbizo.

The Task Team must have a designated Project Leader who will oversee the overall work of the Task Team and also have direct and full access to all those who need to be consulted to sign off things and approve the programme.

The following actions and responsibilities have been identified for this task:

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Convening of a Task Team and preparatory meetings	When required	Municipal Manager

4.5 WARD COMMITTEES

4.5.1 LEGAL REQUIREMENTS

Ward committees are established in those municipalities that have opted for a ward-based participatory system and in the ADM, all three LM's have opted for this approach.

The role of the ward committee is to enhance participatory democracy in local government with Ward committees being seen as an independent advisory body that must be impartial. In terms of the legislation, the specific roles of ward committees are to:

- Make recommendations on any matters affecting the ward to the ward councillor or through the ward councillor to the municipality;
- Serve as an official specialised participatory structure;
- Create formal unbiased communication channel as well as co-operative partnerships between the community and the council;
- Serve as a mobilising agent for community action, in particular through the IDP process and the municipality's budgetary process; and
- Hold other duties as delegated by the municipality.

4.5.2 STRATEGY TO BE IMPLEMENTED

In terms of community participation in Council business, National Government expects ward committees to be at the forefront. Ward Committees are implemented and maintained by local municipalities. The ADM should therefore forge cooperation with local municipalities to satisfy itself that ward committee meetings are held regularly and that relevant issues are discussed in these meetings. Such meetings should always have a secretariat support and depending on the issues on the agenda relevant officials from either the district or local municipality, or both, must be in attendance.



4.5.3 ACTION AND RESPONSIBILITY

The following actions and responsibilities have been identified for this task:

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	The Director Corporate Service to liaises with the relevant local municipality to ensure that items from the DM are placed on the relevant Ward Committee Agendas.	Ongoing	Director Corporate Service
2	The Director Corporate Services to obtain minutes of relevant Ward Committee meetings and to ensure that these are reported back to the ADM.	Ongoing	Director Corporate Service

4.6 OTHER PARTICIPATION STRUCTURES MAINTAINED BY THE ADM

A number of other structures have been created by the ADM which ensure public participation. These are outlined below:

4.6.1 AMAJUBA FORUM FOR LOCAL ECONOMIC DEVELOPMENT (AFLED)

A need was identified to coordinate and create partnerships between the activities of both the public and private sector within the ADM and as a result, AFLED was established. The role of AFLED can be summarised as follows:

- Coordinate the formulation and implementation of LED policies and strategies;
- Ensure communication and alignment of LED between all stakeholders;
- Identify projects within the Municipalities as part of the IDP process;
- Evaluate LED applications, projects, and business plans;
- Monitor LED implementation;
- Source funding for LED projects;
- Resolve LED roles and responsibilities;
- Coordinate and develop Strategic Development Plans; and
- Create partnerships between the Public and Private Sectors.

AFLED comprises of 60 members, as follows (See diagram below for exact composition and lines of communication):

- 22 members from the Tourism Forum (ATF) which includes the Amajuba Tourism Committee (ATC);
- 32 members from the Agriculture Committee (AAC) and the Catchment Management Forum (CMF);
- 12 members from the Trade and Industry Committee;
- 10 private sector individuals including organised business, organised labour, and civil society; and
- 9 public sector representatives including provincial and national government departments.

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Coordination of sector plans and ensuring public participation in their compilation.	Ongoing	Director Planning & Development
2	Ensure broad-based participation in project planning.	Ongoing	Director Planning & Development
3	Ensure broad-based participation in recommendations to EXCO.	Ongoing	Director Planning & Development
4			

AFLED envisages the creation of three sub-committees, two of which are currently functional, the latter which is still to be established:

i) AMAJUBA TOURISM FORUM

The Tourism Forum comprises of 22 members made up of the main tourism stakeholders in the ADM. The Tourism Forum played an important role as the Project Steering Committee for a number of tourism-related sector plans including the Tourism Sector Plan, the Tourism Route Development Plan, the Tourism Signage Development Plan, and the Battlefields Development Plan, and the development of the Amajuba Tourism Routes.

For the exact composition of the forum, see the diagram below. This forum forms the primary participation structure for tourism-related organisations within the ADM.

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Organisation of quarterly meetings to ensure information dissemination.	Quarterly	Assistant Director Tourism and Communication
2	Circulation of minutes of meetings to EXCO and AFLED members.	Bi-monthly	Assistant Director Tourism and Communication
3	Recommendations arising from meetings to be compiled and submitted to EXCO for decisions.	Ongoing	Assistant Director Tourism and Communication
4	Ensure participation in tourism development and promotion at all levels of the tourism industry within the DM.	Ongoing	Assistant Director Tourism and Communication

ii) AMAJUBA AGRICULTURAL COMMITTEE

The Agriculture Committee comprises of 32 members (see the diagram below for the exact composition). Like the Tourism Committee, the Agriculture Committee served as the Project Steering Committee for the development of the Agricultural Plan for the ADM.

This committee provides a good platform for organised and disorganised agriculture to participate as well as to provide coordination between the public and private sectors.

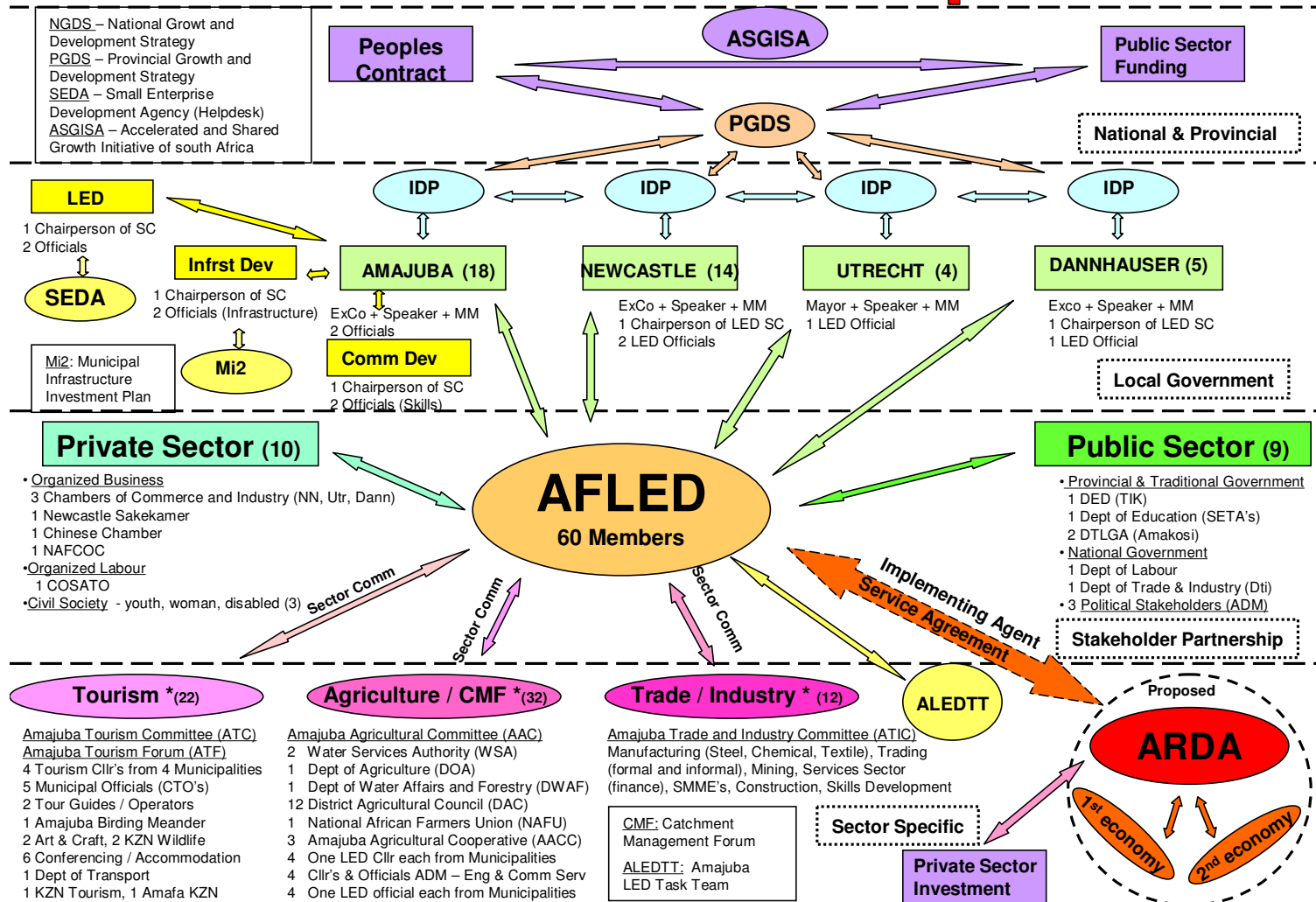
No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Organisation of monthly meetings to ensure information dissemination.	Monthly	LED Manager
2	Circulation of minutes of meetings to EXCO and AFLED members.	Bi-monthly	LED Manager
3	Recommendations arising from meetings to be compiled and submitted to EXCO for decisions.	Ongoing	LED Manager
4	Ensure linkages between entrepreneurs (BBBEEE) and organised agriculture.	Ongoing	LED Manager

iii) AMAJUBA TRADE AND INDUSTRY COMMITTEE

This has yet to be established but will cover commerce and industry issues. This will provide a platform for the commercial and industrial sectors to participate in the municipality. This committee will ensure the coordination of sector activities.

No.	ACTION	TIMEFRAME	RESPONSIBILITY
1	Organisation of bi-monthly meetings to ensure information dissemination.	Bi-Monthly	LED Manager
2	Circulation of minutes of meetings to EXCO and AFLED members.	Bi-monthly	LED Manager
3	Recommendations arising from meetings to be compiled and submitted to EXCO for decisions.	Ongoing	LED Manager
4	Ensure linkages between entrepreneurs (BBBEEE) and organised business.	Ongoing	LED Manager

Diagram 2 Detailed AFLED Concept



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K8: COMMUNICATION PLAN

A COMMUNICATION POLICY FOR THE AMAJUBA DISTRICT MUNICIPAL AREA



by Friday Management Solutions

1 March 2004

Acronyms

ADM	Amajuba district municipality
ADR	Alternative dispute resolution
CBO	Community based organisation
DM	District municipality
DMA	District management area
DPLG	Department of Provincial and Local Government
DTLG	Department of Traditional and Local Government Affairs (Kwazulu Natal)
EXCO	Executive Committee
IDP	Integrated development plan
KPI	Key performance indicator
Kwanaloga	Kwazulu Natal Local Government Association
KZN	Kwazulu Natal
LGWSETA	Local government and water sector education and training authority
LM	Local municipality
MEC	Minister of the Executive Council
MFMA	Municipal finance management act
MM	Municipal Manager
MSA	Local government Municipal Structures Act no. 117 of 1998
MSYA	Local government Municipal Systems Act no. 32 of 2000
NGO	Non-governmental organisation
OAG	Office of the Auditor-General
PCC	Performance Coordinating Committee on Local Government
PMS	Performance management system
PR	Proportional representation
PRC	Presidential Review Commission
RSA	Republic of South Africa
SALGA	South African local government association
SMME	Small, medium and macro enterprise

Table of contents

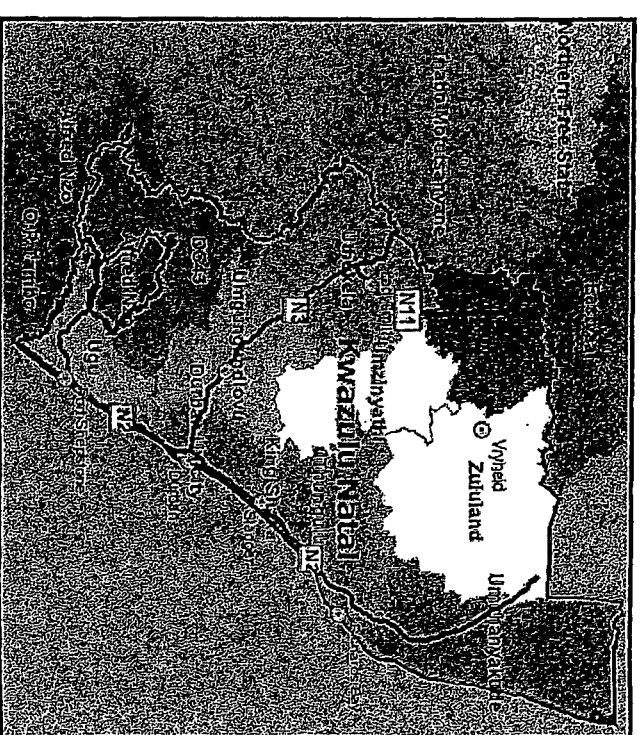
ACRONYMS.....	2
TABLE OF CONTENTS.....	3
SECTION A:.....	5
INTRODUCTION.....	5
CHAPTER 1: INTRODUCTION.....	6
CHAPTER 2: THE CONTEXT.....	7
2.1 Local government in the province of KwaZulu Natal.....	7
2.2 About the Amajuba District Municipality.....	7
SECTION B:.....	9
KEY PILLARS OF THE ADM AREA'S COMMUNICATION POLICY.....	9
CHAPTER 3: DEVELOPING A COMMUNICATION POLICY.....	10
3.1 What is communication?.....	10
3.2 Barriers to communication.....	10
3.3 Specialised areas of communication.....	11
3.4 The importance of communication in public affairs.....	12
3.5 The legal imperatives.....	12
3.6 Communication and local government.....	13
CHAPTER 4: THE TARGET AUDIENCE.....	15
4.1 Internal target audience.....	15
4.2 External target audience.....	15
4.3 A note on traditional leaders.....	16
CHAPTER 5: COMMUNICATION TOOLS.....	17
5.1 Written communication.....	17
5.2 Verbal communication.....	17
SECTION C:.....	19
INTERNAL COMMUNICATION WITHIN THE ADM AREA.....	19
CHAPTER 6: COMMUNICATION WITHIN A MUNICIPALITY.....	20
6.1 Inter-departmental communication.....	20
6.2 The political-administrative interface.....	20
6.3 Communication amongst political office-bearers.....	21
CHAPTER 7: COMMUNICATION AMONGST MUNICIPALITIES IN THE ADM AREA.....	22
7.1 Cooperative government within the municipal sphere.....	22
7.2 The relationship between district and local municipalities.....	22
7.3 Communication channels amongst municipalities in the ADM area.....	23
7.4 Dispute resolution.....	24
SECTION D:.....	25
PROMOTING COOPERATIVE GOVERNMENT: COMMUNICATION WITH NATIONAL AND PROVINCIAL GOVERNMENT.....	25
CHAPTER 8: PROMOTING COOPERATIVE GOVERNMENT: COMMUNICATION WITH NATIONAL AND PROVINCIAL GOVERNMENT.....	26
8.1 Intergovernmental relations.....	26
8.2 Communication with national and provincial government.....	26
SECTION E:.....	29
PROMOTING GOOD GOVERNANCE: COMMUNITY PARTICIPATION IN THE ADM AREA.....	29
CHAPTER 9: DEEPENING DEMOCRACY: PROMOTING COMMUNITY PARTICIPATION IN MUNICIPAL GOVERNANCE.....	30
9.1 Approaches to community participation: A snapshot since 1994.....	30
9.2 Community participation and local government policy.....	30
9.3 Building blocks for community participation.....	32
CHAPTER 10: STRUCTURES FOR PARTICIPATION: WARD COMMITTEES.....	33

10.1 The objective of ward committees.....	33
10.2 The establishment of ward committees.....	33
10.3 The functioning of ward committees.....	35
10.4 Empowering ward committees.....	37
10.5 Monitoring ward committees.....	39
10.6 Strategic issues.....	40
CHAPTER 11: MECHANISMS, PROCESSES AND PROCEDURES FOR PARTICIPATION.....	41
11.1 Integrated development planning.....	41
11.2 Performance management.....	41
11.3 Municipal budgeting.....	42
11.4 Municipal service delivery.....	42
CHAPTER 12: TOOLS TO ENHANCE PARTICIPATION.....	44
12.1 Capacity building of communities.....	44
12.2 Communicating information.....	44
12.3 Responding to communities.....	45
12.4 Enabling access to council.....	45
SECTION F:.....	47
CONCLUSION.....	47
CHAPTER 13: CONCLUSION.....	48
13.1 Policy recommendations.....	48
REFERENCES.....	49

Section A: Introduction

Chapter 1: Introduction

The Amajuba District municipality (DM) is found in the province of KwaZulu Natal. It is home to three local municipalities (LMs) – Newcastle, Utrecht and Dannhauser. This study arose out of a need identified by all four municipalities of the Amajuba District municipality (ADM) area to enhance communication in their areas.



This document is a communication policy for the ADM area, i.e. the four municipalities of Amajuba, Newcastle, Utrecht and Dannhauser.

It is divided into 6 sections. Section A provides an introduction through an overview of the report, as well as the context.

Section B sets out the key pillars of the ADM area's communication policy. Chapter 3 examines some of the conceptual issues surrounding communication, as well as its importance to local government. Chapter 4 sets out the target audience for the ADM area – both internal and external. Special mention is made of traditional leaders. Chapter 5 highlights the array of communication tools that may be used in a municipal communication strategy, both written and verbal.

Section C focuses on the internal target audience. Chapter 6 sets out recommendations to enhance communication *within* a municipality. Chapter 7, on the other hand, is centred on enhancing communication *amongst* municipalities in the ADM area.

The next two sections look at the external target audience. Section D is concerned with promoting cooperative government: it looks at communication with national and provincial government. Section E focuses more on promoting good governance: it looks at community participation – and the structures, mechanisms and tools that may be used in this endeavour.

This document concludes with a set of policy recommendations in Chapter 13.

Chapter 2: The context

2.1 Local government in the province of Kwazulu Natal

The province of Kwazulu Natal (KZN) has 61 municipalities, which includes 10 district municipalities and 50 local municipalities. There are 728 wards in the province, although the number of established wards is unknown (DPLG, 2003).

Unlike many provinces, most municipalities in KZN did not opt for a ward participatory system during the last local government election. A recent DPLG study revealed that in the case of Kwazulu Natal, the impact of ward committees on existing tribal arrangements and development forums were some of the reasons that delayed the establishment of more ward committees (DPLG, 2003). Recent indications, however, suggest that at least eighteen municipalities have since decided to establish ward committees and that this process is currently underway (DPLG, 2003).

2.2 About the Amajuba District Municipality

The Amajuba District Municipality is found in the province of Kwazulu Natal. It has three local municipalities within it – Newcastle, Danhauser and Utrecht. It has a total population of 410 439 people and covers an area of 6900 square kilometres.

The vision of the DM is that it will be "a fully developed District, with a vibrant and sustainable economy, a better quality of life, preserved within its own cultural and traditional values."

Political structure

The ADM council has 25 councillors. The executive committee (EXCO) consists of 5 councillors. There are 5 portfolio standing committees that correspond to the administrative departments. There are also 3 special purpose standing committees that address issues like financial and performance audits and rules and order.

Administrative structure

The ADM administrative structure has 5 directorates: Corporate services, community services, planning and development services, engineering services and financial services

Key priorities

Through its Integrated Development Plan (IDP), the Amajuba District Municipality identified key needs that the municipality needs to address. These include:

- Safety and security: Crime prevention
- Land reform: Reform and distribution
- Environment: Potential/resources
- Job creation: Agriculture, economic development, inward investment, arts and culture, tourism, sports and recreation (business), skills facilitation
- Social infrastructure: HIV/Aids, pension pay-points, health facilities
- Infrastructure: Informal settlements, refuse collection and disposal, hazardous waste disposal, reticulated sewerage, reticulated water supply, cemetery and crematoria (www.amajuba.gov.za)

Existing communication initiatives

Although the ADM doesn't have a formal communication policy, it undertakes the following initiatives:

- Road shows
- Newspaper (Amajuba News)
- Print and electronic media
- 2 brochures
- IDP Representative Forum

Community participation imperatives

The ADM council's objectives include the need to annually review:

- The needs of the community
- Its priorities to meet those needs
- Its processes for involving the community

The local municipalities of Newcastle, Utrecht and Danhauser have community participation imperatives of their own.

Section B: Key pillars of the ADM area's communication policy

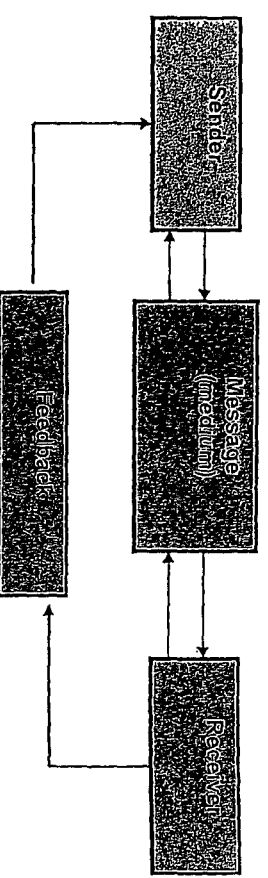
Chapter 3: Developing a communication policy

Developing a communication policy requires some understanding of what works and what doesn't. This chapter provides an overview of some of the conceptual issues within the communication field. As such, it acts as an important precursor to the chapters that follow.

3.1 What is communication?

Communication is usually defined as the exchange of information and the transmission of meaning (du Toit et al, 1998). It involves three steps:

- **Sending:** The sender decides what he wants to say, formulates a message and transmits it to people on the receiving end
- **Transmitting:** The message itself is transmitted through a communication channel/medium (e.g. phone line or personal contact)
- **Receiving the message:** The receiver hears and interprets the message (the communication is now received). However, this doesn't necessarily mean that the message has been understood. Communication is only successful only when the sender is sure that the receiver has understood the message.



3.2 Barriers to communication

Certain barriers may impede or distort communication. It is important for municipalities to pay attention to these barriers as they could result in serious governance problems if left unattended – national government may unfairly reject a municipal report, communities may ignore their responsibilities (e.g. to pay rates and taxes) or neighbouring municipalities may misinterpret your plans and engage in counterproductive plans of their own. *Within* a municipality, councillors and officials may talk past each other, different departments may engage in uncoordinated action and councillors themselves may continuously misinterpret each other's viewpoints and priorities. In brief, certain barriers impede both internal and external communication efforts. This ultimately hinders good governance.

Communication barriers may include:

- **Physical space:** If a public meeting is held in a noisy venue, for example, community members may not accurately hear the message that councillors are trying to convey. This may result in numerous problems later on.
- **Differences in perceptions:** People with different backgrounds and home languages tend to interpret things differently from each other. Hence, the same message may be communicated by a Municipal Manager (MM) to councillors, who may then interpret the same information quite differently from each other.
- **Semantics:** This often happens when people from different professions (e.g. planners, lawyers, engineers) use different terminology.

- **Filtering:** People often, deliberately or unintentionally, filter or distort messages. Hence, when a message moves down the bureaucratic chain through various layers, it may eventually become something quite different from the original message.

- **Nonverbal communication:** Research has shown that people form more than 90% of their first impressions of another person from nonverbal communication (body language, gestures, facial expression, tone of voice) rather than what that person actually says. A councillor addressing a public meeting, for example, may be telling the community the truth about the current state of municipal affairs. However, if he comes across as uncomfortable (e.g. not making eye contact), his audience will not believe anything he says

It is evident that all these barriers may impede a municipality's ability to govern effectively and with authority. Communication then is a crucial managerial skill that councillors and officials must acquire. It is equally important that this set of skills permeate all elements of an organisational communication policy (e.g. the hosting of public meetings, the drafting of unambiguous reports to other spheres of government, the writing of clear press releases, etc.).

3.3 Specialised areas of communication

It is worth briefly noting 3 specialised areas of communication:

- Marketing
- Negotiation
- Public relations

Marketing

Municipalities across the globe have come under the spotlight in recent years for their role as service providers. Increasingly, municipalities are being benchmarked against the private sector in terms of customer relations. As a result, local government has increasingly begun to adopt a set of tools and aptitudes designed to assess and promote customer satisfaction. Marketing is one such tool.

Successful marketing initiatives usually begin with an identification of market segments. In other words, a municipality must identify the various users (or groups of users) that it services, e.g. large industrial firms, domestic users, SMEs, etc. Invariably, these different market segments have needs and priorities that differ from each other. Understanding these differences allows a municipality to provide more customised (and therefore more effective) service. Segmentation also allows a municipality to make more informed decisions when developing its IDP.

Market research is another important component. Municipalities should use a range of methodologies – surveys, focus groups or direct interviews – to ascertain how users really feel about the services they receive. This ultimately facilitates customer satisfaction, in line with the Batho Pele principles.

Negotiation

Negotiation may be defined as "a process of interaction between parties directed at reaching some form of agreement that will hold and that is based upon common interests with the purpose of resolving conflict" (quoted in du Toit et al. 1998). This is usually achieved through the creation of common ground and the establishment of alternatives.

Specific negotiation skills include:

- Understanding the nature of conflict
- Developing objectives for negotiations
- Obtaining relevant information on your opponent, your own situation and on the key issues at stake
- Being sensitive to cultural and other differences between team members

Public relations

Public relations is the external, community-orientated role of public servants and office-bearers. It seeks to build mutually beneficial relations with external stakeholders. Municipal managers or EXCO

chains are often called upon to play this role, whilst promoting (or defending) a municipality's plans or projects.

An important aspect of public relations is to involve the community in the internal functioning of public institutions. This notion is also enshrined in local government policy and legislation, including the Municipal Systems Act.

3.4 The importance of communication in public affairs

Good communication is not simply a tool that the private sector adopts in its bid to attract and retain customers. Public managers are increasingly being compelled to develop effective communication skills.

Effective communication is an important prerequisite for a range of other public 'goods' – good governance, cooperative government and the deepening of democracy. This has become important within the South African local government sector as well. In November 2001, the Presidential Coordinating Committee on Local Government (PCC) adopted a set of resolutions aimed at the comprehensive transformation of local government. The PCC resolutions included the imperative to deepen democracy through, inter alia, promoting community participation. DPLG's recent initiatives around the ward committee system, for instance, flow out of that mandate.

Communication is also an important prerequisite for cooperative government. Chapter 3 of the South African Constitution sets out a number of principles of cooperative government and intergovernmental relations. These include the injunction to cooperate, coordinate, inform and consult.

In brief, developing an effective communication policy is not an unessential add-on, but an inextricable part of a municipality's core business.

Finally, there are two important distinctions that need to be drawn in this communication policy:

- The difference between *organisational* and *individual communication* skills. No communication policy will be truly effective unless its leaders are good communicators.
- The difference between *communication within government (internal communication)* and *with the public (external communication)*. External communication is usually articulated as community participation.

3.5 The legal imperatives

The importance of effective communication by the public sector is evidenced by the plethora of policies and legislation that attempt to give expression to it. This includes both internal and external communication initiatives.

The Constitution

Open communication is a fundamental principle enshrined in the South African Constitution. Section 32 of the Constitution states that every person has the right of access to all information held by the state if this information is required to exercise or protect his rights (RSA, 1996, s32).

Chapter 3 of the Constitution sets out a number of principles of cooperative government and intergovernmental relations. One of the principles espoused in Section 41 states that all spheres and organs of state must cooperate with one another in mutual trust and good faith by:

- Fostering friendly relations
- Assisting and supporting one another
- Informing one another of, and consulting one another on, matters of common interest
- Coordinating their actions and legislation with one another
- Adhering to agreed procedures
- Avoiding legal proceedings against one another (RSA, 1996, s41(1h)).

This is endorsed in the Municipal Systems Act (MSYA).

Open Democracy Bill

The Open Democracy Bill (1998) expands on this injunction. The Bill's objectives are to:

- Give effect to the constitutional right of access to any information held by the state
- Provide the public with information about the functions of government bodies
- To provide people with access to their personal information held by private bodies
- To enable the correction of that personal information held by public or private institutions – and to regulate the use and disclosure of that information
- To provide for the protection of people disclosing evidence of government corruption or maladministration (van Niekerk, 2001)

National communication policy

Government's national communication policy calls for a consistent approach to communication across all spheres. It provides the following guidelines in this regard:

- *Policy communication campaigns:* The communication of policy initiatives should be well planned and timed. These campaigns should also be consistent with national objectives
- *Publicity campaigns:* The most cost-effective way of communicating with the public is to use existing mass media. This requires expert liaison with the press and an understanding of news
- *Government communication shouldn't be confined to rhetoric:* Communication opportunities should be used to confirm government's commitment to its national objectives. It should include, for example, news of development projects
- *High-level communication:* Government communicators should be able to communicate at a high level with opinion formers – the media, academic, community and business leaders, etc. This means that they need to be able to explain the philosophy behind government policy choices
- *Grass-roots communication:* Government should also be able to communicate with the general public, through community liaison and use of the mass media
- *Educational communication:* Government should be in a position to launch educational campaigns on road safety, HIV AIDS, etc.
- *Advertising campaigns:* Advertising campaigns are a very effective means of communication. However, they are expensive and must be professionally managed. They should therefore be used carefully. (van Niekerk, 2001)

Presidential Review Commission

The Presidential Review Commission (PRC) of 1998 also made a few recommendations to improve government communication. The PRC's guidelines include:

- The development of guidelines to ensure more effective liaison between departments and the relevant legislative committees
- The development of information management systems within departments to facilitate the effective, timely generation and dissemination of information
- Electronic capturing of public and official data (van Niekerk, 2001)

Many of these principles and policy prescriptions may be distilled down into the workings of municipal councils and administrations.

3.6 Communication and local government

The four municipalities in the ADM area obviously have a clear mandate to develop and implement a communication policy. Some of the approaches, tools and principles of such a strategy are already laid down in policy and legislation, such as the policy prescriptions for community participation contained in the Municipal Systems Act of 2000. This document draws on these as far as possible, since they do represent a minimum set of (legal) obligations placed on municipalities.

However, this document also supplements the legislative framework in instances where there are gaps.

What is clear is that municipalities must define their target audience before developing a communication policy. They must also set out the full range of communication tools that have at their disposal. The next two chapters address both these issues.

Chapter 4: The target audience

The ADM municipal area has a range of stakeholders that it considers important. Identifying these stakeholders is important as each group will necessarily have different needs and priorities. A municipality's message must therefore be targeted according to the priorities of each group. It's also quite likely that a municipality may employ different communication tools to reach the various groups contained within its target audience – e.g. a website to provide information to established businesses and information flyers to reach an informal settlement without electricity (and computers).

A convenient way of classifying one's target audience is to separate them into internal and external recipients.

4.1 Internal target audience

The internal audience of the municipalities within the ADM area consists of the following:

- Departments and administrative structures within each municipality
- Political structures within each municipality – portfolio committees, etc.
- Municipal managers
- Executive mayors or EXCO chairpersons
- EXCO members
- Ordinary councillors
- Officials at all levels
- Representative unions
- Municipalities within the same district of jurisdiction

4.2 External target audience

The external audience of the municipalities within the ADM area consists of the following:

- National government administrative departments (e.g. DPLG, National Treasury)
- National political structures (e.g. Parliament, Mimeo, etc.)
- Provincial government administrative departments
- Provincial political structures
- Organised local government
- Media
- The community

Defining the community

A common governance problem is how to define 'the community'. A useful differentiation to make is that the community consists of both organised and unorganised elements. The unorganised elements are those individuals who haven't joined any community association. They do, nonetheless, have an interest in municipal affairs and should therefore be part of any communication initiative. In many ways, these individuals are harder to target than the organised elements – and will probably require different communication tools and messages. The mass media – newspapers, radio and television – will prove important tools when communicating with the unorganised sections of the community, mainly because they have greater outreach.

The organised formations within society are generally easier to reach. It is important, however, that municipalities differentiate between the different groups, as they require substantively different types of interaction and information.

Local government policy (and DPLG's recent guidelines on ward committees¹) tend to suggest that organised groups within a municipal area be differentiated according to:

- Sectors
- Geographic areas

Sectors include the following:

- Youth
- Women
- Religious groups
- Sports groups
- Cultural groups
- Health and welfare groups
- Business formations
- Environmental groups
- Educational groups
- Senior citizen organisations
- Community safety forums
- Community based organisations (CBOs)
- Ratepayers associations
- Traditional leaders
- Agricultural associations
- Informal traders' associations
- Groups representing the disabled
- Employment groups
- Farmworkers
- Tourism groups
- (DPLG, 2003a; Heydenrych, 2004)

Importantly, local government policy also suggests the classification of special interest groups within the broader sectoral category. The most common special interest groups that municipalities should take note of are:

- Women
- Youth
- The disabled
- Traditional leaders

Organised elements within the community may also be differentiated according to geographic areas. Hence, a municipal communication policy could target different local municipalities, wards, ratepayers associations or different types of constituencies (farms, informal settlements, CBDs, etc.).

4.3 A note on traditional leaders

Traditional leaders are an important constituency within the ADM area. As such, they deserve focused attention as a special interest group. This document therefore recommends that traditional leaders be invited to development meetings with the municipality's EXCO. This elevates their status in that they are separated from the more general community meetings. Bilateral development meetings may be held once every 3 months. Although traditional leaders will not have any voting power, they will receive special attention through these meetings.

Chapter 5: Communication tools

Government communicates with its public in order to keep citizens informed of its policies and procedures, to comply with citizens' requests and to acquire feedback (van Niekerk et al, 2001). Government institutions provide public information through written reports, public meetings, electronic media (Internet, Intranet, e-mail, etc.), press conferences, public service announcements, newspapers, television and radio.

The various spheres of government are also required to communicate with each, in line with the notion of cooperative government espoused in the Constitution. Local government, in particular, is legally compelled to provide a continual stream of information – in the form of performance reports, budgets, etc. – to other spheres of government that have an oversight role over it.

It's obvious then that the municipalities of the ADM area must use a range of communication tools that are appropriate for both the target audience and the occasion. Communication tools may generally be divided into written and verbal communication, although this isn't necessarily a neat distinction (a face-to-face media briefing may be preceded by a written press release, for example).

5.1 Written communication

Written communication takes the form of the following tools:

- Formal reports (e.g. annual performance reports to provincial government)
- Accessible publications (e.g. summary of IDP for citizens)
- Glossy publications (e.g. aimed at tourism market)
- Newsletters, brochures, pamphlets and posters
- Press releases and other media briefings
- Electronic media (Internet, e-mails, etc.)
- Etc.

Choosing an appropriate tool

Choosing between these tools obviously requires an assessment of:

- The audience
(Are you consulting sophisticated business chambers about your IDP – or largely illiterate community members?)
- The occasion
(Are you informing your citizens of your progress - or formally reporting to National Treasury on your annual expenditure?)
- The communication message
(Are you communicating a long-term message about the dangers of HIV/AIDS – or informing the public about the next council meeting?)

Effective communication skills

Good written communication should:

- Be logical and consistent
- State your arguments and preferences in an unambiguous way
- Be succinct and clear
- Be backed up with facts
(SALGA, 2000)

5.2 Verbal communication

Verbal communication includes the following tools:

- Speeches and other verbal briefings at public meetings, etc.
- Face-to-face meetings and house visits
- Television and radio appearances/interviews

- Road shows, community theatre and videos

Choosing an appropriate tool

Again, the use of these communication tools depends on the audience, occasion and message.

Effective communication skills

Good verbal communication involves a set of skills that may be acquired by anyone over time. They include the following:

- Adapt your speech to suit your specific target audience
- Adopt positive body language – make eye contact, don't fidget, etc.
- Speak in a clear, well-modulated tone of voice
- Express your different ideas logically and clearly
- Remain calm when faced with aggression from the audience
- Use humour
- Be honest and don't evade difficult questions
(SALGA, 2000)

Section C:

Internal communication within the ADM area

Chapter 6: Communication within a municipality

Most municipalities have a large number of people and specialised structures within it. As municipal tasks grow more complex, it becomes fairly easy for these people and structures to lose sight of each other. Adopting and conscientiously implementing an (internal) communication policy then becomes an important means of keeping the organisation together. This chapter looks at communication *within* a municipality.

6.1 Inter-departmental communication

The first layer of intra-municipality communication concerns the different administrative departments. As this is the organisational layer that conducts the real substance of municipal affairs, it is vital that the different departments coordinate their actions.

Since 1994, a number of structural models have been used throughout government to promote inter-departmental coordination. These include:

- Establishing a (powerful or otherwise) coordinating unit within a key department, usually the Municipal Manager's Office, municipal treasury or municipal planning department) – the RDP Office option
- Elevating the status of an existing department so that it provides strategic direction to other departments (usually the municipal treasury or municipal planning department)
- Establishing a completely new office/department that reports directly to the mayor or MM

These structural options enforce communication by bringing different parts of the organisation together.

There are also a number of non-structural options to promote communication amongst departments:

- Intranet
- E-mails
- Information management systems
- Internal newsletters
- Formal meetings
- Informal or less formal information sharing sessions, including regular brainstorming sessions over lunch, etc.
- Establishment of inter-departmental or multi-disciplinary task teams

These can be either regular or ad hoc.

6.2 The political-administrative interface

Councillors and officials also have to communicate well if they are to govern effectively. Since 1995, however, these relationships have been far from smooth throughout the country. A communication policy should note these tensions and find rational ways of resolving them. An important first step is to develop overt communication channels between officials and political office-bearers.

The political-administrative interface can occur through both structural and non-structural means. The former include:

- A structural relationship between an administrative department and a related political structure (e.g. a portfolio standing committee, as exists in the ADM today)
- A structural relationship between the Offices of the Mayor and the Municipal Manager (e.g. a coordinating committee)
- A forum of departmental heads and EXCO members
- A forum of departmental heads and ward committee chairpersons
- Ad hoc committees dealing with specific (crisis) issues, e.g. non-payment of services

It should be noted, however, that a municipality should ensure that it doesn't overburden overworked staff or EXCO members by forcing them into an endless stream of forums¹ meetings. Generally, the more effective structures are those that come together for a specific purpose and are results-orientated. Structures are not ends in themselves.

For this reason, the municipalities in the ADM area should use as many non-structural options as possible. These include:

- E-mail circulation within a predefined distribution list
- Intranet
- Information management systems
- Newsletters
- Verbal and written briefings at council meetings
- Informal sessions between councillors and officials (either general or issue-specific)
- Formal meetings
- Joint participation in projects

6.3 Communication amongst political office-bearers

Finally, councillors do not necessarily always communicate well with each other. This too is an impediment to good governance and destroys the positive energy and enthusiasm that many office-bearers originally bring to the job.

Some of the impediments to good communication amongst political office-bearers include:

- An unwillingness to cooperate outside political party circles
- The exclusion of ordinary councillors from real decision-making (which happens within EXCO or an exclusive party caucus)
- The exclusion of opposition parties from real decision-making, even if they have valid opinions to offer
- Tensions between ward and proportional representation (PR) councillors
- The lack of real debate at council meetings as councillors reiterate (predefined) party lines

It's important to note that these problems are being experienced by municipalities throughout the country and are, in many ways, the natural teething problems of a new democracy. As democracy (and politics) mature in South Africa, many of these issues will resolve themselves.

Nevertheless, it is still important for the municipalities in the ADM area to define creative ways for their political office-bearers to communicate with each other. These could include the myriad of options mentioned in this chapter.

Chapter 7. Communication amongst municipalities in the ADM area

Internal communication within the ADM area also involves communication amongst the municipalities of Amajuba, Newcastle, Utrecht and Dannhauser. Since the December 2000 elections, many district and local municipalities throughout the country have experienced some tension between them. In addition, many local municipalities that fall within the same district have failed to cooperate – or even communicate – adequately with each other. This chapter examines some of these issues.

7.1 Cooperative government within the municipal sphere

Local government policy prescribes a two-tier system. The inference is that both a district and a local municipality have a specific, but inter-related, role to play in that geographic area. An additional supposition is that all the local municipalities are inter-connected in some way and should therefore cooperate with each other.

Cooperation and coordination require a baseline of communication. This should be done within the spirit of cooperative government.

7.2 The relationship between district and local municipalities

The relationship between DMs and LMs is a cause for concern in many parts of the country. The Municipal Structures Act of 1998 states that:

- DMs and LMs must cooperate with each other by supporting and assisting each other
 - If a LM requests financial, technical and administrative support services from a DM, the DM has to provide this
 - If a DM requests financial, technical and administrative support services from a LM, the LM has to provide this
 - If a DM or LM requests financial, technical and administrative support services from another LM, the LM approached has to provide this (DPLG, 1998b, s88)
- The last 3 prescripts are based on the assumption that the municipality that has been approached has the capacity to accede to the request.

It is generally accepted, however, that national policy and legislation do not provide adequate guidelines on managing this relationship. As a result, some provincial governments have begun to issue legislation of their own.

Kwazulu Natal's Department of Traditional and Local Government Affairs (DTLGA) recently issued a draft protocol concerning the relationship between DMs and LMs (DTLGA, 2003)². Some of its stipulations are:

- A DM and LMs are equal in status to each other
- Both PR and LM councillors that are members of a district council should be equitably represented on all standing committees of the district council – and be able to participate in all debates of council and committees of which they are members
- DM and LMs should enter into formal agreements to regulate institutional and service delivery arrangements
- A forum of mayors, speakers and deputy mayors of the DM and LMs, which will meet at least every 3 months, should be established
- A forum of municipal managers of the DM and LMs, which will meet at least every 2 months, should be established
- Mayors, speakers, deputy mayors and MLAs may attend the meetings of other councils as observers

7.3 Communication channels amongst municipalities in the ADM area

Emerging provincial policy

DTLGA's draft protocol also sets out a framework for communication. Some of its prescripts are:

- Properly structured and transparent communication channels must be developed between the DM and LMs
- Agendas and minutes of LM meetings must be provided to the district MM
- Agendas and minutes of DM meetings must be provided to the LM representatives on the district council, as well as the MMs of all LMs
- The DM's MM must inform the MM of the relevant LM of any activity that is planned by the DM in the area of a specific LM beforehand
- The MM of the LM must ensure that the information's shared with the ward councillor in whose ward the activity will take place
- DMs may only establish structures in the area of a LM in consultation with the relevant LM
- Joint sessions of the DM and LMs' EXCOs must occur at least quarterly to discuss matters of common interest
- The chairpersonship and venue of all joint sittings will rotate (DTLGA, 2003)

This protocol has not been finalised as yet.

Communication between ward committees and municipalities

In the ADM area, every effort must be made to ensure that any ward committees established (see Chapter 10) communicate effectively with both the district and local municipalities. In this way, the voices of communities will be distilled into the plans and policies of both the district and the local municipality.

There are a number of ways to structure the communication between ward committees and municipalities. As Chapter 10 of this document indicates, the thinking behind current guidelines on ward committees is that the relationship between the ward committee and the local municipality will unfold largely through the relevant ward councillor (who is also chairperson on the ward committee). However, these guidelines do not preclude more direct interaction between local municipalities and ward committees. Nor do they preclude regular and structured interaction between ward committees and the DM.

Communication could occur through either structural or non-structural options. The latter could take the following forms:

- Regular (formal or informal) meetings between ward committees and EXCO, where relevant issues are thoroughly discussed and mutual solutions found
- Regular (formal or informal) meetings between ward committees and portfolio committees
- Ad hoc brainstorming or focused workshops aimed at tackling a specific problem (e.g. response to a natural disaster)
- Inviting ward committee members to special sessions of council
- Inviting ward committee members to more technical meetings hosted by the municipal administration, which would also enhance community members' understanding of local government
- More structured interaction between ward committees and the municipality during important municipal processes, especially the drafting of the Integrated Development Plan (IDP), municipal budget and key decisions around service delivery.

Communication could also occur through more formal structural means. A general rule of thumb here is that the ADM area desists from establishing too many structures, as this tends to make for confusing institutional arrangements. A more considered approach would be to utilise structures that

already exist. For this reason, this document proposes that the current system of IDP Representative Forums be utilised as the basis for community participation for the Amajuba District Municipality.

7.4 Dispute resolution

DTLGA's draft protocol sets out certain prescripts for dispute resolution between district and local municipalities. These are:

- Consideration must be given to the use of Alternative Dispute Resolution (ADR) procedures, which are premised on the principles of negotiation, mediation and arbitration
- One or both parties must report the dispute to the MEC for Local Government, who may appoint a mediator or facilitator to assist them to reach a mutually acceptable solution
- Should the parties fail to reach a solution through negotiation and mediation, the matter may be resolved by arbitration
- The MEC may appoint an arbitrator agreed to by both parties or, failing agreement, by the KwaZulu Natal State Attorney
- Both parties will share the costs of the ADR initiatives, unless the arbitrator decides otherwise (DTLGA, 2003)

Chapter 8: Promoting cooperative government: Communication with national and provincial government

Municipalities within the ADM area must also communicate with their external target audience. This audience may be divided into two categories: other spheres of government and the community. Community participation is the subject of the next section. This chapter looks at how cooperative government may be promoted through effective communication with national and provincial government.

8.1 Intergovernmental relations

Communication amongst the different spheres of government in South Africa must be understood against the backdrop of our intergovernmental system. South Africa has three spheres of government – national, provincial and local – which are “distinctive, interdependent and interrelated” (RSA, 1996, s40). Early Constitutional debates were dominated by questions of how to effectively govern a country that covered a fairly large geographical area, and how to bring government closer to a citizenry that had been disenfranchised for years. The result of these policy debates was a fairly decentralised system of government with a relatively powerful local government sphere. South Africa is one of the few countries in the world that enshrines local government in its Constitution (and municipalities are therefore not a creature of statute, as happens elsewhere).

This fairly progressive (and decentralised) intergovernmental system, however, had to be balanced with other prescripts that'd ensure consistency of policies and governing styles – and that the South African state was pulling in the same direction. The notion of cooperative government was born within this context.

Decentralisation also had to be moderated by mechanisms to ensure that organs of state were complying with good governance norms. As a result, the Constitution grants national and provincial government oversight over local government. Provincial government, in particular, is charged with capacitating, monitoring and, in cases of serious maladministration, intervening in local government.

Subsequent legislation has given more substance to this oversight role. The rest of this chapter looks at the legal prescripts for communicating with national and provincial government. In other words, it sets out a *minimum* set of obligations placed upon municipalities in terms of intergovernmental communication.

8.2 Communication with national and provincial government

Municipalities are obliged to communicate with national and provincial government about their core development policies and plans. The most important of these are the:

- Integrated development plan (IDP)
- Municipal budget
- Performance management
- Ad hoc information

Integrated development plan

The Municipal Systems Act states that a municipality must consult other organs of state during the drafting of the IDP (DPLG, 2000, s29 (1)(ii)). Once adopted by Council, the MM must submit a copy of the IDP to the MEC for Local Government within 10 days of adoption. This must be accompanied by:

- A summary of the drafting process
- A statement that the process has been complied with
- A copy of the framework established by DMs and LMs (DPLG, 2000, s32 (1) (a and b))

Municipal budget

The recently enacted Municipal Finance Management Act (MFMA) sets out certain prescripts concerning the communication of information about municipal budgets (National Treasury, 2003). The

Section D: Promoting cooperative government: Communication with national and provincial government

Act states, for instance, that the mayor must consult the relevant provincial Treasury as well as National Treasury, when requested, when preparing the annual budget (National Treasury, 2003, s21(2)). During this process, the Mayor may also have to consult certain national or provincial organs of state that may be prescribed. During budget preparation, the Mayor must also provide any budget information to National Treasury, the national department responsible for water, sanitation, electricity and any other prescribed service; any prescribed national or provincial organs of state as well as another municipality affected by the budget, if requested to do so (National Treasury, 2003, s21(2)(e)).

Once the annual budget (or a subsequent adjustments budget) is tabled in a council, the MM must submit this budget to both National and Provincial Treasury in printed and electronic formats. The MM may also have to submit the budget, either electronically or in printed form, to any prescribed national or provincial organs of state and to other municipalities affected by the budget (National Treasury, 2003, s22(b) and s28(7)). Once the budget's been tabled, the council must consider the views of National Treasury, provincial Treasury and any provincial or national organs of state or municipalities that *prae* submissions on the budget (National Treasury, 2003, s23(1)(b)). The council must also give the Mayor an opportunity to respond to the submissions and, if necessary, to revise the budget and table amendments. Finally, the MM must submit the approved annual budget (or any adjustments budgets) to National Treasury and Provincial Treasury (National Treasury, 2003, s24(3) and s28(7)).

The MFMA also places certain oversight responsibilities on the Mayor of a municipality. If the Mayor becomes aware of any impending non-compliance with the MFMA (or related legislation) by the municipality, he's obliged to inform the provincial MEC for Finance in writing (National Treasury, 2003, s27(1)). If the Mayor becomes aware of any actual non-compliance with the MFMA by the municipality, he's obliged to inform his council, the provincial MEC for Finance and National Treasury in writing of such non-compliance, as well as any remedial action the municipality intends to implement to avoid a recurrence (National Treasury, 2003, s27(3)).

There are other specific instances when a municipality is obliged to communicate budgetary information to national and provincial government. One such circumstance is when funds are shifted between multi-year appropriations. When this occurs:

- Prior written approval must be obtained from the Mayor for the increase
- The MM must certify that actual revenue for the financial year is expected to exceed budgeted revenue – and that sufficient funds are available for the increase without incurring further borrowing beyond the annual budget limit

In both these instances, the relevant documents must be submitted to the Provincial Treasury and the Auditor-General (National Treasury, 2003, s31(e)).

Another instance is in the event of irregular expenditure. If this occurs, the MM is obliged to promptly inform the Mayor, the Local Government MEC and the Auditor-General in writing of any "unauthorised, irregular or fruitless and wasteful expenditure" incurred by the municipality (National Treasury, 2003, s32(4)). This must include information about whether any person is responsible or under investigation for this deed, as well as any remedial steps taken or planned.

Finally, a municipality must communicate with national and provincial government when entering into a contract that has future budgetary implications. If a municipality is to enter a contract that will impose financial obligations on it beyond the 3 financial years covered in the annual budget for that financial year,³ the MM is obliged to solicit the views and recommendations of National Treasury, Provincial Treasury, the national Department of Provincial and Local Government (DPLG) and, if the contract involves the provision of water, sanitation, electricity or any other prescribed service, the responsible national department (National Treasury, 2003, s33). The final approval of the proposed contract must take any written views and recommendations of these stakeholders into account.

Performance management

Municipalities are obliged to establish a process of regular reporting to appropriate organs of state (DPLG, 2000, s41 (1)(e)). A municipality must prepare an annual report for each financial year, which consists of:

- A performance report

- Financial statements in line with the Public Finance Management Act no 1 of 1999
 - An audit report on the financial statements and the Auditor-General's report
 - Any other reporting requirements
- Municipalities must also inform the Auditor-General and the MEC for Local Government in writing of council meetings where the annual report will be tabled. In addition, minutes of those meetings must be submitted to the Auditor-General and the MEC.

Within 14 days of adoption, the final annual report must be submitted to the Auditor-General, Local Government MEC and other institutions prescribed by regulation.

Ad hoc information

The Municipal Systems Act also states that municipalities have to supply specified information to provincial government, upon request by the Local Government MEC through a notice in the Provincial Gazette (DPLG, 2000, s105 (2); s105 (3)(b) and s106 (1)(a)).

National government may make similar requests of local government, through notice in the Gazette (DPLG, 2000, s107).

Section E: Promoting good governance: Community participation in the ADM area

Chapter 9: Deepening democracy: Promoting community participation in municipal governance

In 1994, the South African government committed itself to good governance, in line with international best practice. Part of promoting good governance is a willingness on the part of government to engage communities, as citizens and consumers of services, in issues affecting their lives. It is also about a willingness to bring government closer to the people. The new system of local government was born in this context.

9.1 Approaches to community participation: A snapshot since 1994

When the new government was elected in 1994, South African society already had a rich history of civic struggle and community organisations. Years of political struggle had given birth to a number of active, politically articulate formations within previously disadvantaged communities. The new government sought to tap into the energy of these groupings, believing that they would be an invaluable resource in re-building the country.

As a result, various government initiatives were developed that were aimed at enhancing both community participation and local development. These initiatives included a range of structures, including general community fora (such as the local development forums encouraged by the Reconstruction and Development Programme) or sector-specific structures (local water committees, district health offices, etc.). These early attempts at structural options for community participation largely took place outside of the evolving local government context. In many instances, line departments were, in fact, sceptical of the efficacy of the embryonic local government system and, hence, sought to establish their own local structures.

When democratic local government was first elected in 1995, elected representatives found themselves surrounded by a range of almost parallel structures, also sanctioned by government. In many instances, this led to conflict and tensions within local areas. Parallel structures also led to a wasteful duplication of government resources and energy.

As the new local government system took shape, national line departments began to take it more seriously. Many departments, such as Water Affairs and Forestry (DWAF), underwent a fundamental policy shift away from establishing their own local structures towards working with and capacitating local government itself.

Not all these dilemmas have been resolved, however. Institutional arrangements at the local level remain murky and municipalities often find themselves in conflict with other local structures that have been set up by government.

Indeed, a large part of the local government sector's policy agenda is to promote the idea of municipalities – and their associated structures (such as ward committees) – as the primary vehicle for local governance. Local government policy since 1994 has sought to accomplish exactly that.

9.2 Community participation and local government policy

The importance of community participation has long been recognised within the South African local government sector. Indeed, the rationale behind the new local government system was to bring government closer to the people. The Constitution made the first significant statement in this regard when it enjoined local government to "encourage the involvement of communities and community organisations in the matters of local government" (RSA, 1996, s152(1)).

The White Paper on Local Government (1998) expanded on this injunction. It articulated the concept of *developmental local government*, defined as "local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives" (DPLG, 1998a: p17). One of the key tools for achieving developmental local government was the need to work with local citizens and partners. In other words, the White Paper recognised the central importance of local people in meeting all the objectives of government – the socio-economic development of local spaces, the upliftment and empowerment of South African citizens and so forth. Government is unable to do this by itself.

The White Paper also recognised that local communities engage with organs of state at different levels. It argued that municipalities required active participation by citizens in four ways:

- As voters
- As citizens who express their views so that municipal policies reflect their preferences
- As consumers who expect value-for-money services
- As organised partners involved in resource mobilisation through NGOs, CBOs, etc. (DPLG, 1998a)

Geeding municipalities for community participation

Subsequent national legislation took these ideas forward. The Municipal Structures Act no 117 of 1998 (MSA) puts forward the idea of ward committees, the object of which is to "enhance participatory democracy in local government" (DPLG, 1998b, s72 (3)). A ward committee, then, is a statutory structure to enhance community participation in municipal affairs. It does not preclude the existence of other community structures that may arise organically (such as ratepayers associations or youth groups). However, it is the formal structure established by government to ensure it takes the views of communities seriously. Ward committees are the *only* structural option for community participation proposed in local government legislation.

Later legislation, however, expands on the myriad of other ways to enhance the involvement of the public in municipal affairs. The Municipal Systems Act no 32 of 2000 (MSYA) devotes an entire chapter to community participation (DPLG, 2000). Chapter 4 of the Act argues that it is of vital importance to create a culture of community participation in localities. The Act states that community participation must take place through:

- Political structures for participation
 - Ward committees
- Appropriate mechanisms, processes and procedures
 - The preparation, implementation and review of integrated development plans (IDPs)
 - The establishment, implementation and review of municipal performance management system (PMS)
 - The monitoring and review of performance
 - The preparation of municipal budgets
 - Strategic decisions concerning municipal services
- Councillors

The next chapters expand on the first two pre-requisites.

Empowering communities to participate

It is important to note that local government legislation does not see the promotion of community participation as a passive affair. In other words, it is not enough for municipalities to simply establish the prescribed structures and set up the appropriate processes in the hope that communities will participate. Instead, municipalities have to take a far more assertive role in empowering communities to take an active interest in municipal life.

The Municipal Systems Act in particular sets out a number of tools to empower communities. These include:

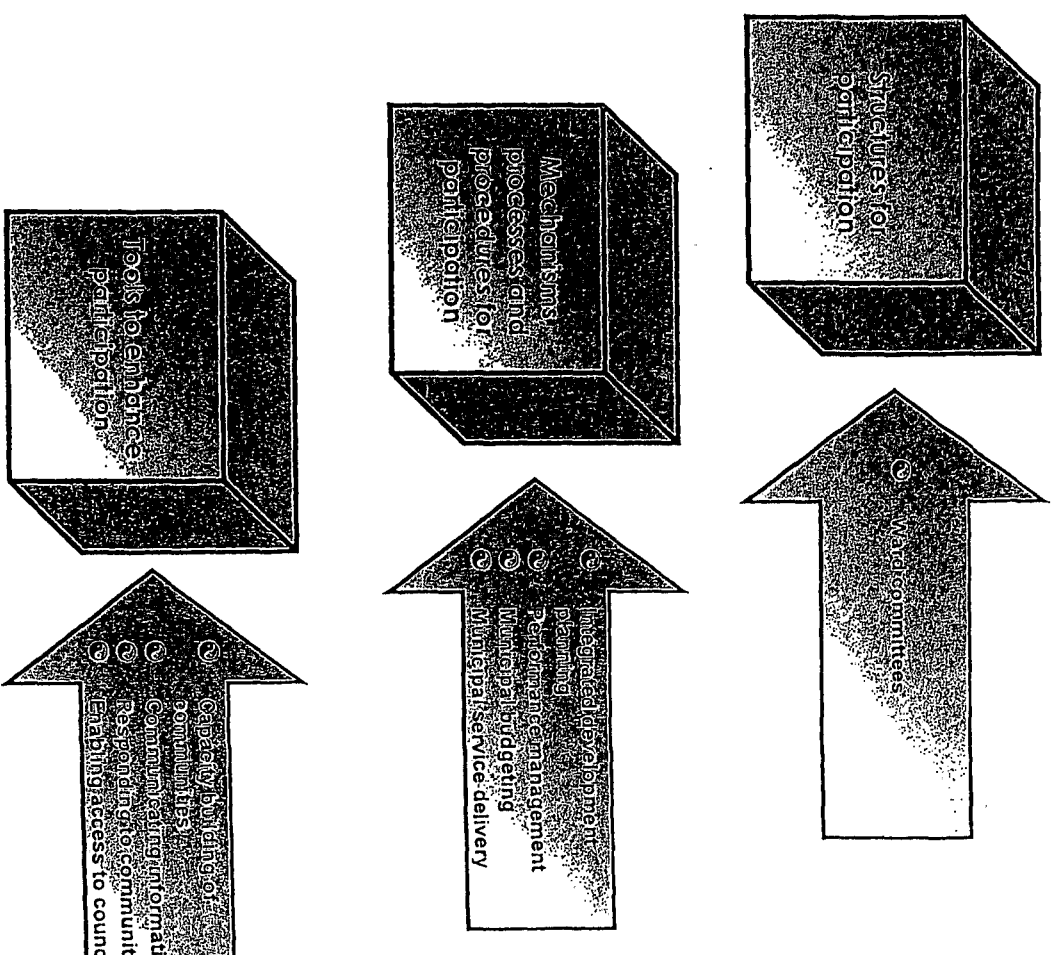
- Capacity building of communities
- Communicating information
- Responding to communities
- Enabling access to council

As later chapters discuss, these are not mutually exclusive categories.

9.3 Building blocks for community participation

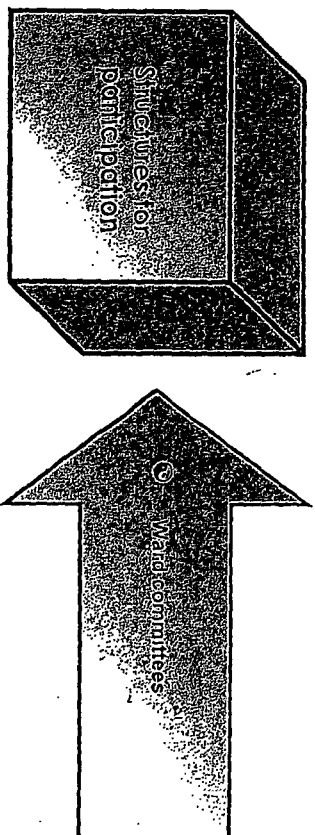
In summary, local government legislation sets out a number of ways to enhance community participation in municipal affairs. These prescripts are by no means the exclusive range of activities that a municipality can undertake in this endeavour. However, they do represent the minimum set of (statutory) requirements that all municipalities *must* undertake in the execution of their normal duties and responsibilities. As such, they represent an important first step in deepening democracy in the Amajuba district municipal area.

These prescripts, then, may be seen as a set of building blocks for community participation. Once in place, they will create the space for continuous, meaningful interaction between a municipality and its local communities.



Chapter 10: Structures for participation: Ward committees

Ward committees are structures that are intended to enhance participatory democracy in local government (DPLG, 1998). They are independent, advisory bodies that must be impartial and perform their functions without prejudice (DPLG, 2003d). Ward committees, however, are not mandated to govern the ward. This is the sole responsibility of elected representatives such as ward councillors (DPLG, 2003c). However, encouraging community members to serve on structures like these deepens community involvement in municipal affairs.



10.1 The objective of ward committees

Ward committees are seen as primary vehicles of community participation. A recent DPLG discussion document defined the policy objectives of the ward committee system as:

- Ensuring that local government works in partnership with communities for improved service delivery and sustainable development
- Building consensus between communities and municipal councils on the needs and strategic interventions necessary for development
- Promoting community buy-in of strategic municipal programmes in order to enhance project sustainability
- Continuously informing communities about municipal affairs, in line with the notion of transparency
- Providing a platform to communities to engage with municipalities, thereby enhancing accountability and good governance (DPLG, 2003c)

Ward committees, then, are pivotal structures that form the focal point of interaction between a municipality and its community.

10.2 The establishment of ward committees

The establishment of ward committees is prescribed by national legislation. The Municipal Structures Act set out the framework for establishment (DPLG, 1998b). This has recently been amplified by draft guidelines from the Department of Provincial and Local Government, as well as resolutions adopted at a recent national conference (DPLG, 2003a; DPLG, 2003b; DPLG, 2003c; DPLG, 2003d; DPLG, 2003e).

Which municipalities may establish ward committees?

According to the Municipal Structures Act, only metropolitan and local municipalities (LMs) may establish ward committees. Furthermore, only the following local municipal types may establish ward committees:

- Collective executive system combined with a ward participatory system (s9b, MSA)
- Mayoral executive system combined with a ward participatory system (s9d, MSA)
- Plenary executive system combined with a ward participatory system (s9f, MSA)

A municipality's type is specified in its section 12 (establishment) notice. If a local municipality is not currently classified as one of the three types mentioned above, it needs to apply to the MEC for Local Government to amend its section 12 notice before it is able to set up ward committees. This application must be preceded by a formal municipal council resolution on the matter.

Amending the section 12 notice

The Municipal Structures Act also sets out guidelines for the amendment of establishment notices. Before the MEC for Local Government amends any municipality's s12 notice, he must provide written notice of the proposed amendment to the KwaZulu Natal Local Government Association (Kwanaloga), as well as the affected municipalities. The MEC must then actively consult Kwanaloga and the affected municipalities about the proposed amendment.

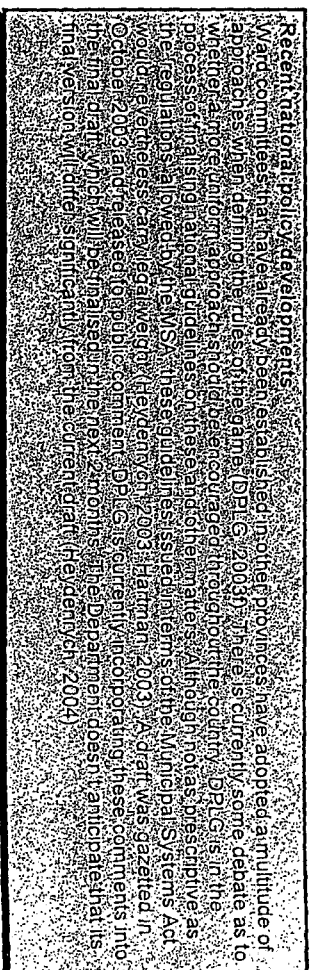
Finally, the MEC must publish particulars of the proposed notice for public comment. Only then is he allowed to amend the s12 notice by notice in the Provincial Gazette. This amendment will categorise the municipal type differently, thereby paving the way for a municipality to establish ward committees.

Defining the rules of the game

Once a municipality is legally allowed to establish ward committees, its council is obliged to define the rules of the game. LMs must make rules regulating the following:

- The procedure to elect the (non-chair) ward committee members. This procedure should be sensitive to gender equity and the representation of diverse interests (business, labour, ratepayers, etc.)
- The circumstances under which the ward committee members (except the chairperson) must vacate office
- The frequency of ward committee meetings

Some of these issues are covered by recent draft guidelines from DPLG (DPLG, 2003a; DPLG, 2003d) and are highlighted later in this chapter.



Election of ward committees

If a municipality decides to establish ward committees, it must do so for every ward in the municipality. This is done through an election. The ward councillor for that area will always be the chairperson of the ward committee. The committee is allowed to have a maximum of 11 other people drawn from the community.

Election criteria

Municipal councils have to devise rules to regulate the procedure to elect ward committee members. According to recent DPLG guidelines, potential ward committee members should:

- Be registered as a voter in the ward
- Not be a staff member of the DM or LM in the area
- Not be in arrears to the municipality for rates and service charges for longer than 3 months
- Not be an unrehabilitated insolvent

- Not be under curatorship
- Not, after February 1997, have been convicted of an offence and sentenced to imprisonment without the option of a fine for a period of not less than 12 months
- Not have been declared of unsound mind by a competent court
- Be active in the sector or geographic area they represent and should be committed to a better life for their constituency (DPLG, 2003a)

Election procedure

DPLG guidelines also suggest that two different election models may be used:

- Sectoral representation model
 - Geographic representation model (DPLG, 2003a)
- Municipalities may use one or a combination of these, and amend it to suit their own contexts if necessary.

The key difference between the two is that the sectoral model identifies interest groups on the basis of the ward's key performance areas or sectors (e.g. LED, safety and security). The council then clusters sectoral interest groups that qualify for election – and voting is done for a representative of a cluster. With the geographic model, councils identify interest groups according to physical spaces – villages, farms, etc. – that represent an equitable spread of residents in the ward. Voting is done for a representative of a village.

In addition, municipal councils may hold elections in one of two ways:

- The ward councillor calls for a meeting in the ward for the election of a ward committee
- The municipal council calls a meeting of all councillors for the election of ward committees to which all residents have been invited (DPLG, 2003a)

In the first instance, only residents who are registered voters may vote at that meeting. In the second instance, councillors are also entitled to vote. Votes are cast for representatives of either clusters of identified interest groups or representatives of villages, etc. (see election models above). In both cases, the meeting votes by majority (50% plus one) for a representative of the cluster or village. In the case of the sectoral model, if no one gets a majority, the top 3 candidates go through to the next round.

DPLG also recommends the following election procedures:

- The ward councillor and Speaker's office must coordinate a schedule of meetings for election purposes
- The ward councillor and administrative assistant, if applicable, must ensure that:
 - Meetings are fully representative of almost all villages/stakeholders within the ward (although the election doesn't formally require a quorum)
 - An attendance register is completed
 - All people taking part are, in fact, registered voters of that ward
 - Women are equitably represented
- Voting can take place by a majority show of hands or formal ballot (DPLG, 2003a)

The election process should be coordinated by municipal administrations, with the consent of municipal councils.

10.3 The functioning of ward committees

There are also certain statutory provisions that govern the day-to-day functioning of ward committees. DPLG's recent guidelines flesh out earlier thinking contained in the Municipal Structures Act.

Composition

Ward committees are chaired by elected representatives – the ward councillor of that particular ward. A maximum of 10 additional members may also be elected through procedures and regulations defined by the municipal council.

Unless a ward councillor wishes to appoint a secretary, the ward committee may appoint a secretary, assistant secretary and treasurer from within its ranks. A ward committee may also establish sub-committees to enable it to function more effectively and to engage organisations more meaningfully (DPLG, 2003a). Furthermore, ward committees should encourage stakeholders within the community to participate in the sub-committees that are of interest to them.

An important proviso is that ward committees' membership promotes gender representivity and the participation of a range of different interest groups (business, labour, ratepayers, youth, etc.). In fact, a recent DPLG national conference resolved that municipalities should ensure representivity through legislative and other means (DPLG, 2003a). This should be supported by a continuously updated register of interest groups. The same conference also resolved that municipalities introduce innovative, but legal, measures to incentivise participation of interest groups. Another important resolution was that municipalities put monitoring systems in place to ensure that representivity norms are complied with (DPLG, 2003e).

Powers and functions of ward committees

According to legislation, ward committees are able to:

- Make recommendations on any matter affecting their wards
- Exercise any duties delegated to them by the local council (see below)

It is also important to note that certain powers and functions may not be delegated, according to the Constitution and the Municipal Systems Act. These are:

Passing of bylaws	X
Approval of budgets	X
Imposition of rates, levies, duties and other taxes	X
Raising of loans	X
Approval and amendment of IDP	X
Power to set tariffs	X
Decision to enter into an external service delivery agreement (RSA, 1996; DPLG, 1998b; DPLG, 2000)	X

It is envisaged that ward committees would play a critical role in other processes aimed at enhancing community participation, including:

The preparation, implementation and review of IDPs	✓
The establishment, implementation and review of the municipalities' performance management system	✓
The monitoring and review of a municipality's performance	✓
Preparation of a municipality's budget	✓
Decisions about the provision of municipal services (DPLG, 2003c)	✓

Recent DPLG guidelines suggest that the following duties and powers may be delegated to ward committees by municipalities:

- To serve as an official specialised participatory structure in the municipality
- To create formal unbiased communication channels and cooperative partnerships between the community and the council
- To serve as a mobilising agent for community action (DPLG, 2003a)

The guidelines also state that ward committees may conduct an annual satisfaction survey, if they have the prerequisite capacity and resources. Such a survey would have administrative support of the municipality (DPLG, 2003a).

DPLG's recent national conference on ward committees resolved that the Ministry of Provincial and Local Government "consider legislative and other means towards a uniform system with respect to powers and functions of ward committees" (DPLG, 2003e). A further resolution of the same conference states that municipalities must define clear powers and functions to ward committees by January 2004 in planning, implementation, monitoring and ensuring accountability.

Ward committee meetings

The chairperson convenes and chairs meetings. Ward committee members must submit items to be discussed to the Chairperson in advance. The chair then prepares the agenda.

The frequency of meetings is determined by rules and regulations established by the municipal council. DPLG guidelines say that a ward committee must meet at least quarterly. The guidelines also recommend that regular meeting intervals be determined and that a programme of meetings be drafted at the beginning of the year to coincide with municipal council meetings (DPLG, 2003a). DPLG guidelines further state that a quorum of 50% + 1 member be present before a vote is taken on any matter.

Ward committees may also determine their own procedures, although this is subject to any directions from the council. Ward committees should also submit a work programme with specific outputs for one year to the Municipal Manager's Office in July of each year.

Term of office

Municipal councils determine the term of office of ward committee members. DPLG guidelines recommend that this be between 2 – 3 years (DPLG, 2003a). The guidelines also recommend that a municipality apply the same term of office with regard to all its ward committees.

Vacancies

Vacancies must be filled according to procedures determined by the municipal council. DPLG guidelines suggest that this may occur through:

- The ward councillor declaring as elected the person who received the 2nd highest number of votes in the previous election
- Repeating the election process if the above isn't possible (DPLG, 2003a)

10.4 Empowering ward committees

Since the passage of national legislation, key stakeholders in the local government sector have begun to think seriously about the need to empower ward committees. Two recent studies by the Portfolio Committee on Local Government and DPLG, respectively, highlighted some of the key challenges faced by other municipalities when establishing ward committees (see box elsewhere on this page). The main conclusion drawn was that ward committees need to be empowered if they are to play the dynamic role envisaged for them in local government legislation.

Reality check: key challenges facing ward committees
Some of the challenges facing ward committees in other provinces include the following:

- The establishment process itself wasn't governed by a uniform set of legal prescripts. Some municipalities used national legislation, others passed a local ordinance.
- Some wards are too big (some with a radius of 50 – 60 kms).
- Others are quite small, making it very difficult to have a 10-person committee.
- Some wards have quite disparate communities with a high border, affluent white suburbs, informal settlements, etc. This disparity makes it even more difficult to make public participation work.
- Some municipalities experienced trouble finding enough eligible representation.

- District municipalities faced specific challenges in promoting community participation as they did not have ward committees or ward councillors.
- There's often no clear delegation of powers and functions to ward committees from the municipal council.
- Some ward committees have complained that they lack sufficient power. If they are to be taken seriously by the community, they argue, they have to be able to deliver on issues.
- Many ward committees are under-resourced, both in terms of finance and administrative support.
- Lack of compensation leads to low morale amongst ward committee members.
- Training and capacity building needs are not being fully taken care of. Training should also not be seen as one-off events.
- There was a perceived need for a national ward committee development strategy. Communication strategies were also seen as important.
- Many municipalities felt that a one-year term wasn't enough for a ward committee because of the 'brain drain' of constant elections and 'wasted' capacity building. (Portfolio Committee, 2003)
- Communication between the municipal manager/council and ward committees was not always satisfactory.
- Tensions sometimes arose between the ward councillor and other committee members, although this wasn't true of most municipalities interviewed.
- Ward committee members sometimes felt that they were unable to meaningfully engage with council meetings since they didn't receive the agenda in time, which would enable them to offer their views to the ward councillor. (Portfolio Committee, 2003; DPLG, 2003e)

Remuneration

According to the MSA, the additional members of the ward committee should not receive any remuneration (DPLG, 1998). Recent DPLG guidelines reiterate that position, but state that municipalities may budget for out-of-pocket expenses incurred in the exercise of their functions (DPLG, 2003a).

DPLG guidelines also speak of the need to budget for capacity building and training programmes (DPLG, 2003a).

Capacity building and training

DPLG's 2003 guidelines also recommend that ward committees conduct an annual capacity building and training needs assessment for committee members. This should be followed by an annual capacity building and training programme, with an accompanying budget. Training needs could revolve around municipal policy and processes, specialised needs like budgeting or more generic needs like communication.

A recent DPLG national conference on ward committees resolved that DPLG, SALGA, provinces and the LGWSETA develop a targeted national support programme for ward committees by September 2003. The conference further resolved that municipalities conduct capacity building and training needs assessments, develop and implement programmes (with a budget) and include ward committees in their skills development plans (DPLG, 2003e).

Administrative support

According to DPLG guidelines, municipalities must make administrative arrangements to enable ward committees to perform their work. This is in line with prescriptions in the Municipal Systems Act, which states that municipalities should allot part of their annual budget to community participation.

DPLG guidelines state that administrative support may include:

- Promoting the notion of ward committees amongst communities (e.g. by issuing ward committee members with formal ID cards)

- Making administrative staff capacity available, in proportion to the overall size of the municipality (DPLG, 2003a)
- Building or arranging central meeting places in the ward
- Providing logistical support (furniture, computers, stationery, etc.)
- Translating information and documentation for the community
- Assisting ward committees fulfil their tasks (e.g. communication strategies to advertise public meetings)
- Providing municipal transport to committee members in specific circumstances
- Developing capacity building and training programmes for ward committees
- Facilitating ward committee elections (DPLG, 2003a)

10.5 Monitoring ward committees

The work of a municipal council does not end once ward committees are up and running. Instead, councils have a continual oversight role to play in terms of ward committees.

Conduct

As members of an internal structure of an elected organ of state, ward committee members are expected to conduct themselves in a certain manner. DPLG guidelines recommend that once ward committee members are elected, they should sign a Code of Conduct.

Accountability

The ward councillor is the accounting officer of the ward committee. As such, he should keep records of minutes, income, expenditure, etc. The ward councillor is also expected to ensure the preparation of financial statements in accordance with generally accepted accounting practice within a month after the end of each financial year (DPLG, 2003a).

The ward councillor forms a critical link between the ward committee and the municipal council. As such, he should ensure that ward committee decisions are formally presented to council, that progress reports are submitted and that his representations to council are based on the ward committee view, and not just his own.

Dispute resolution

DPLG guidelines recommend that if a dispute arises within a ward committee, the ward councillor should appoint up to two mediators to resolve it. If mediation fails, the matter should be referred to the ward councillor for arbitration, unless the dispute involves him and the majority of committee members. If this doesn't work either, the matter could be referred to the council (DPLG, 2003a).

Termination of membership

DPLG guidelines also suggest that the following may be considered reason to terminate ward committee membership:

- Death
- Resignation
- Relocation from ward
- Election to councillor
- Failure to attend 3 consecutive meetings without apology
- Proven involvement in corruption
- Misconduct during meetings
- Submits priorities without the mandate of the community
- Undermines council or ward councillor's authority
- Dismissed in accordance with a resolution of the ward committee or by the executive mayor in consultation with the ward councillor
- Ends membership of the organisation which he represents

- Insolvency or proven mental incompetence (DPLG, 2003a)

Dissolution

Municipal councils may dissolve a ward committee if it fails to meet its objective. That could be signalled by the following instances:

- It fails to meet 3 consecutive times
- Members decide to dissolve
- Maladministration, fraud, corruption or any serious malpractice is occurring (DPLG, 2003a)

Municipal councils should ensure, however, that it gives due notice before dissolving a ward committee.

10.6 Strategic issues⁴

The ward committee system is still evolving, as discussion in this chapter reveals. DPLG's recent national conference, as well as the practical experiences of municipalities, has thrown up a number of strategic issues.

The first issue is whether to oblige the formation of ward committees by municipalities whose section 12 notices already classify them as ward participatory systems⁵ (DPLG, 2003f). This was, in fact, a formal resolution of the DPLG national conference. Once legislated, this stipulation would hold implications for those municipalities that opted for a ward participatory system in 2000, but have not yet actually established ward committees.

The next key policy question that has begun to emerge is whether the establishment of ward committees should continue to occur in a decentralised manner - or whether there needs to be more central regulation to ensure uniformity. If the recent issuing of guidelines is anything to go by, it's likely that the latter viewpoint will prevail. This means that the establishment process itself will need to be carefully undertaken to ensure compliance with national norms and standards.

A third and related discussion is whether to make ward committees mandatory throughout the country. Those provinces and municipalities that opted not to adopt a ward participatory system in 2000 have, in many instances, begun to re-think their original stance. On 10 July 2003, the Western Cape, for example, opted to change the type of municipality in its province to ward participatory systems, thereby paving the way for the establishment of ward committees.

Many of these new issues will probably be captured in a forthcoming amendment to the Municipal Structures Act, anticipated to be passed in 2004 (Heydemrych, 2003; Hartman, 2003). The Amendment, *which has not been drafted as yet*, would probably explore the creation of public participation mechanisms for municipalities outside the ward participatory system – district municipalities, district management areas and plenary municipalities. It is possible, then, that district municipalities such as Amajuba may have a new set of prescripts for community participation at the end of 2004.

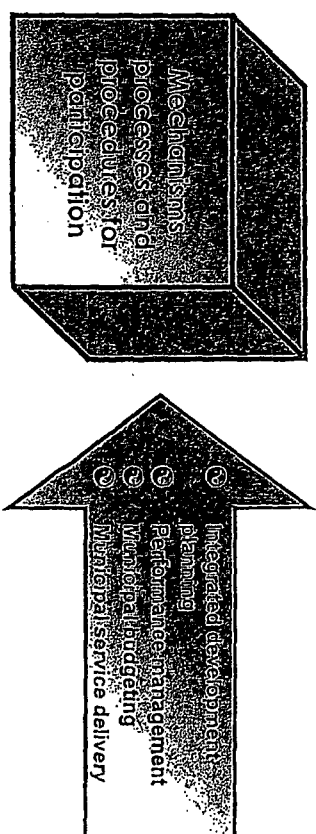
New legislation may also address how ward committees can be used to address a range of development challenges in a local area. The current experience of most ward committees is that communities approach them on a number of matters, including those outside their scope of reference (e.g. child support grants). The general expectation is that ward committees will address every issue. National policy thinking is currently considering how other developmental sectors and areas of government work can be channelled into the work of ward committees.

Finally, DPLG is also looking at more concerted support and capacity building to ward committees, in line with its forthcoming National Capacity Building strategy.

These strategic issues, whilst primarily the responsibility of national support bodies, should be noted by all municipalities who are in the process of establishing ward committees.

Chapter 11: Mechanisms, processes and procedures for participation

Local government legislation sets out a range of 'mechanisms, processes and procedures' to enhance community participation in municipal affairs. These include integrated development planning (IDP), performance management systems (PMS), municipal budgeting and service delivery issues.



11.1 Integrated development planning

Integrated development planning (IDP) is a key instrument of developmental local government. Municipal councils have to adopt a single, inclusive, strategic plan for the development of the municipality, within a prescribed period after the start of its elected term. This IDP must also align the municipality's resources and capacity with its implementation.

According to the MSYA, municipalities are encouraged to promote community participation in the preparation, implementation and review of their IDPs. Even before the IDP process begins, municipalities must adopt a process (set out in writing) that will guide the planning, drafting, adoption and review of its IDP. Municipal councils must both give notice to, as well as actively consult, local communities before such a process is adopted, using the range of tools mentioned in the next chapter.

The actual preparation of the IDP also requires community input. Legislation decrees that local communities be consulted on their development needs and priorities during the drafting process. Traditional authorities should also be consulted during the drafting of the IDP. If there is disagreement between a municipality and its local communities, the provincial MEC may take appropriate steps to resolve this.

Local communities are also allowed input in the final stages of the IDP process. Within 14 days of the IDP's adoption, councils must give notice to the public of the adoption. Councils are also obliged to make copies of the IDP available for public inspection at specified places. Finally, councils must publicise a summary of the IDP (DPLG, 2000).

11.2 Performance management

Municipalities are required by law to develop performance management systems (PMS) in line with the objectives set out in their IDPs. A municipality's PMS includes key performance indicators (KPIs) and performance targets.

According to the MSYA, municipalities are encouraged to promote community participation in the establishment, implementation and review of its PMS. Municipalities are also asked to encourage participation in the monitoring and review of its performance, including the outcomes and impact of such performance.

The legislation states that local communities should be particularly involved in the setting of appropriate KPIs and performance targets.

Once these are developed, municipal councils are obliged to notify the general public about its KPIs and targets.

Every year, municipal councils have to report on their performance. This is done primarily through an annual report, consisting of a performance report, financial statements and an audit report from the Office of the Auditor-General (OAG). Within 1 month of receiving the OAG's report, municipal councils must table their annual reports at a meeting open to the public. The Municipal Manager (MM) must inform communities of this meeting by prior notice in the media. These meetings must be attended by the MM so that he can answer questions on the report.

Once the annual report is formally adopted, municipal councils must make copies accessible to the public (including the media) within 14 days. These copies must be made accessible free of charge or at a reasonable price.

11.3 Municipal budgeting

According to the MSYA, municipalities are encouraged to promote community participation in the preparation of municipal budgets. This is taken forward in the Municipal Finance Management Act (MFMA) (National Treasury, 2003). The MFMA states that the Municipal Manager must make the annual budget and supporting documents public immediately after the budget is tabled in council (National Treasury, 2003, s22). The local community must then be invited to submit representations on the budget.

Municipal councils must take community views into account when the annual budget has been tabled. The council must also give the Mayor an opportunity to respond to the submissions and, if necessary, to revise the budget and table amendments (National Treasury, 2003, s23(2)).

The MFMA also calls for community feedback under special circumstances: when a municipality is to enter a contract which will impose financial obligations on it beyond the 3 financial years covered in the annual budget for that financial year⁹ (National Treasury, 2003, s33). In these situations, the MM is obliged to make the draft contract public, accompanied by an information statement summarising the municipality's obligations under the proposed contract. The MM must do so at least 60 days before the council meeting at which the contract is to be approved. Furthermore, the local community and other interested persons must be invited to submit comments or representations on the proposed contract. The final approval of the proposed contract must take these community views into account.

11.4 Municipal service delivery

According to the MSYA, municipalities are encouraged to promote community participation in strategic decisions relating to the provision of municipal services.

The MM, for instance, is obliged to develop and maintain a system whereby community satisfaction with municipal services is assessed. In order for the community to stay abreast of municipal financial affairs, a municipality must, on or before 31 October of each year, publish in the media the salary scales and benefits applicable to posts of the municipal manager and every manager that is directly accountable to the municipal manager.

If a municipality decides to consider the provision of any municipal service by means of an external service delivery mechanism, it must, amongst other things, establish and take into account, the views of the community.

In relation to the levying of rates and other taxes and the charging of fees for municipal services, a municipality must, within its financial and administrative capacity, amongst other things:

- Establish mechanisms for users of services and ratepayers to give feedback to the municipality or other service provider regarding the quality of the services and the performance of the service provider
- Take reasonable steps to ensure that users of services are informed of the costs involved in service provision, the reasons for the payment of service fees, and the manner in which monies raised from the service are utilised

- Ensure that persons liable for payments, receive regular and accurate accounts that indicate the basis for calculating the amounts due
- Provide accessible mechanisms for those persons to query or verify accounts and metered consumption and appeal procedures which allow such persons to receive prompt redress for inaccurate accounts
- Provide accessible mechanisms for dealing with complaints from such persons, together with prompt replies and corrective action by the municipality
- Provide accessible pay points and other mechanisms for settling accounts or for making pre-payments for services

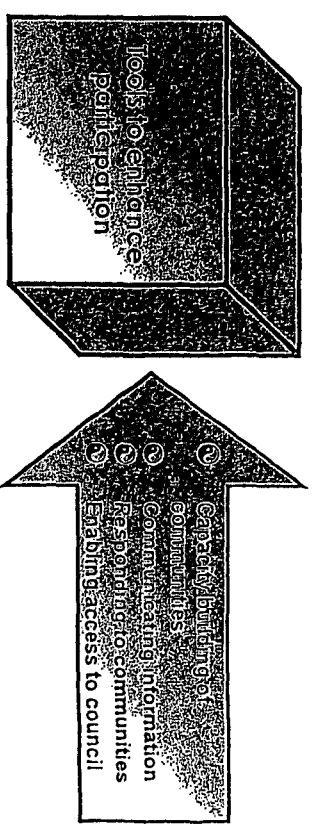
The MSYA also states that the MM must immediately after the council passed a resolution regarding tariffs and charges:

- Conspicuously display a copy of the resolution for a period of at least 30 days at the main administrative office of the municipality and at such other places within the municipality to which the public has access as the municipal manager may determine
- Publish in a newspaper of general circulation in the municipality a notice stating that a resolution regarding fees, charges or tariffs has been passed by the council and that a copy of the resolution is available for public inspection during office hours at the main administrative office of the municipality and at the other places specified in the notice
- Seek to convey the information to the community by means of radio broadcasts covering the area of the municipality

Chapter 12: Tools to enhance participation

Local government legislation also describes a number of tools that may be used to enhance community participation. The tools mentioned in laws like the MSYA may be clustered into 4 categories: capacity building, communicating information, responding to communities and enabling access to council. These are not mutually exclusive categories, as this chapter demonstrates.

It is also important to note that the tools mentioned in this chapter are not the only ones that a municipality may use. However, they do represent the minimum set of legal prescriptions that a municipality is obliged to meet. Once these tools are being fully utilised, a municipality is free to find different, more creative communication tools to engage with its local communities.



12.1 Capacity building of communities

The Municipal Systems Act explicitly states that municipalities should build the capacity of communities to allow them to participate more meaningfully. Capacity building exercises should include annual allocations from the budget.

In other words, it isn't enough for municipalities to merely open up their processes to the public. They also have to actively seek to capacitate their local communities to participate more effectively. At one level, this involves informing people of the available mechanisms, processes and procedures to encourage and facilitate community participation – as well as the matters on which community participation is encouraged. Communities should also be informed on their rights and duties, as well as on general issues of municipal governance, management and development. All of this must occur by taking note of language preferences, as well as the special needs of the illiterate members of the community.

Legislation also suggests more direct ways of capacitating communities. The MSYA states that municipalities must take special note of those community members who are illiterate, women, disabled and otherwise disadvantaged. It also suggests a few ways of helping these groups. When the municipality invites people to submit written comment on any matter, for example, the invitation must also state that anyone who cannot write can come into municipal offices during office hours where an identified staff member will assist that person to transcribe the representation. Similarly, if a municipal council requires a community member to fill in a form, municipal staff must assist people who cannot read and write to understand and complete the form.

12.2 Communicating information

Municipalities are legally obliged to facilitate community participation through a number of channels. These could include:

- Notification and public comment procedures
- Public meetings hosted by councils
- Hearings hosted by councils

- Consultative sessions with recognised community organisations and traditional authorities
- Report backs to the community

Any municipal notice published in the Provincial Gazette or the media in terms of local government legislation must also be displayed at the municipal offices.

The Municipal Systems Act also states that when a municipality notifies a community about anything through the media, it must do so:

- In the local newspaper(s)
- In notable newspaper(s) circulating in that local area
- Through local radio broadcasts

These notifications must be in the language preferred by people of that area.

Public meetings hosted by ward committees

Ward committees may also hold ward wide public meetings to contribute to community concerns and to report back on issues. Ward committees must publish a notice in a local newspaper stating the time, date and venue, which should all be convenient enough to allow the greatest number of people to attend. Other communication tools that a ward committee must use, wherever appropriate, include radio, mail, out, posters and notices in public areas. Traditional authorities in the ward concerned must also be informed of the public meeting.

Certain types of behaviour are encouraged at public meetings. It is important, for example, that ward committee members make an effort to explain the rationale behind these meetings to the audience – and not any document, like minutes, are accessible to them. It is also significant to note that DPLG guidelines actively discourage the use of public meetings as political platforms.

12.3 Responding to communities

It is not enough for municipalities to simply communicate its information to communities. Municipal staff and political representatives must also ensure that they respond to issues and concerns raised by the community. They may do so through:

- The receipt, processing and consideration of petitions and complaints lodged by community members
- Public meetings hosted by the municipal council
- Hearings hosted by the municipal council
- Consultative sessions with recognised community organisations and traditional authorities
- Report backs to the community

12.4 Enabling access to council

Finally, it is crucially important for municipal councils to enable access to their proceedings as far as possible. National legislation states that the public should be allowed to attend council meetings, although not necessarily executive/mayoral committee meetings.

According to the MSA, the municipal manager must give notice to the public (in a manner pre-determined by the council) of the time, date and venue of every ordinary council meeting, as well as special/urgent meetings, except if time constraints make the latter impossible.

In general, municipal council meetings (and those of its committees) are open to the public and the media. It is especially important to allow the public admission when a draft by-law, budget, IDP, PWS or service delivery agreement is being tabled. Furthermore, municipal councils should, within their financial and administrative capacity, facilitate such involvement by providing space for the public in council chambers, as well as taking reasonable steps to regulate public access to and public conduct at council meetings.

- The only exceptions – council meetings being closed to the public are when:
- The nature of the business being transacted prohibits such attendance
 - A specific council bylaw or resolution justifies such a closure

Executive and mayoral committee meetings may be closed to the public, including the media.

It is also possible for a municipal council to establish advisory committees of non-councillors who can advise council on any matter. Gender representivity is encouraged in these fora.

Chapter 13: Conclusion

The municipalities within the ADM area are tasked with a huge responsibility in terms of the Constitution and the White Paper on Local Government. In executing these responsibilities, they have to engage with a number of stakeholders, both inside and outside their organisations. This communication policy represents an attempt to structure this engagement professionally and effectively.

13.1 Policy recommendations

The immediate recommendations it makes are that:

- The principle of establishing ward committees in terms of sections 72 and 73 of the Municipal Structures Act no 117 of 1998 be approved for Category B municipalities
- Ward committees only be established as soon as the communication policy has been finally approved by all councils involved
- Utrecht and Daanhuysen apply for amendments to their section 12 establishment notices to allow for the establishment of ward committees
- Traditional leaders be recognised as a special interest group and structures be established to ensure communication every 3 months
- That all community meetings adhere to the standards set out in DPLG's *Draft guidelines for the establishment and operation of municipal ward committees in terms of section 120 (DPLG, 2000a)*, to be issued in terms of the Municipal Systems Act no 32 of 2000, to ensure compliance with the spirit of community participation as stipulated in existing legislation
- That the Amajuba IDP Representative Forum be utilised as the basis for community participation for the Amajuba District Municipality

Section F: Conclusion

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¹ See later chapters for more details

² DTLGA's draft protocol (26 June 2003) has not been finalised as yet. Officials anticipate that it will be completed in the next few months, once all stakeholders have been thoroughly consulted (Mahomed, 2004)

³ The exceptions are contracts for long-term debt, employment, prescribed categories of goods or where the financial obligation on the municipality is below a prescribed value or a prescribed percentage of the approved budget for that year (National Treasury, 2003, s33(2)).

⁴ Based on discussions with DPLG officials

⁵ This is currently a voluntary action

⁶ The exceptions are contracts for long-term debt, employment, prescribed categories of goods or where the financial obligation on the municipality is below a prescribed value or a prescribed percentage of the approved budget for that year (National Treasury, 2003, s33(2)).

⁷ These are the author's own categories, although their substance is drawn from the Municipal Systems Act (2000)

K9: OUTCOMES OF THE GROWTH SUMMIT

¹⁸ - 437 - OPPORTUNITY	CONSTRAINTS/ CHALLENGES/ GAPS	PROPOSED INTERVENTION	Target Date (Short/Medium/ Long Term)	Responsible Agents	REF	RESPONSIBLE OFFICIAL	COMMENT
Summer Crops Soya / Maize Winter Crops Wheat / Barley	Markets	Establish Off take Agreement	Process underway	AA Co-Op	A1.1	ADM Dir P & D	AFGRI and Siyanda Oils. Negotiations continue
	Agronomy /Irrigation Skills	Skills Development	Process underway	ADM: IDT: Dept. Labour: NDA, DA&E: EPWP: FET: CO-OPS	A1.2		40 Farmers trained in Agronomy & Irrigation. 12 Trained in Diesel Mechanics
	Agronomy / Water Extraction License	DWAF Water License Application	Process underway	ADM: DWAF: DA&E:	A1.3		Currently being addressed through the Gijima funded Water/Agric synergies project to be completed in May 2008
	Water User Associations	Establishment of four WUAs in the district aligned through Catchment Management Forum	Process Underway	DWAF, ADM.	A1.4		Completed awaiting final registration with DWAF
	Irrigation Plan	Irrigation Master Plan	Short	ADM	A1.5		Ref A1.3
	Infrastructure Development	Implementation Lobby for Funding	Short to Long Short	ADM: IDT; EPWP:DBSA: DEDF: BANKs : IDC: DLA: NDA,DA&E: LB	A1.6		MOA has been signed with IDT ADM; Umzinyathi & Zululand. Project support has been obtained from DAEA; DLA. However funding for the project remains a challenge.
	Transport Logistics	Transport / Corridor Plan	Process Underway	ADM	A1.7	Newcastle LM Dir LED	Awaiting Feasibility of the Amajuba Agric Hub Development project to be completed.
	Electricity Supply	Electricity Supply Plan	Process Underway	ADM: ESCOM	A1.8	ADM Director Engineering	Completed. Plan needs to be aligned with projects
Dried Tomatoes	Markets	Establish Off take Agreement	Short	AA Co-Op	A2.1	ADM Dir P & D	Letters of intent from Italian buyers have been obtained
	Centralised / Decentralised Implementation Model	Undertake Implementation Model Study	Process underway	ADM	A2.2		Completed initial feasibility study. Layout plan is currently being developed and should be completed by February 08
	Institutional Model	Complete	Achieved	ADM: AA Co- Op: Producers Trust: Italian	A2.3		Institutional model has been developed and will be finalized with the Layout plan
¹⁸	Infrastructure Funding	Lobby for Funding	Short	ADM: IDT;	A2.4		Currently lobbying for funding to

				DBSA: DEDF: BANKs : IDC: TIKZN: DLA: DA&E: LB			draft the project layout plan. Investors are interested in investing in the project.
	Transport Logistics	Transport / Corridor Plan	Process Underway	ADM	A2.5	ADM Dir Engineering	Ref A1.7
Vegetable & Seedling Production	Markets	Establish Regional Market	Short	NAFU: Potato SA: DA&E: Dept Labour: DLA: ADM: Co- Ops	A3.1	ADM Dir P & D	Market demand exceeds production throughout the district
	Hydroponic production skills	Skills Development	Process Underway	ADM: IDT: DA&E: EPWP: FET: AA Co-op	A3.2		Theory training complete. Awaiting practical training
	Water	Water Master Plan	Process Underway	ADM	A3.3	ADM Dir Engineering	Currently being compiled. Awaiting the completion of current studies to enable the compilation of one Water Master Plan
	Covered Infrastructure	Lobby for Funding	Short	ADM: IDT; DBSA: DEDF: BANKs : IDC: TIKZN: DLA: DA&E: LB	A3.4	ADM Dir P & D	Currently Lobbying for funding to implement the projects
	Transport Logistics	Transport / Corridor Plan	Process Underway	ADM	A3.5	ADM Dir Engineering	Ref A1.7
	Electricity Supply	Electricity Supply Plan	Process Underway	ADM: ESCOM	A3.6		Ref A1.8

OPPORTUNITIES	CONSTRAINTS	PROPOSED INTERVENTION	Target Date (Short/Medium/Long Term)	Responsible Agents	REF	RESPONSIBLE OFFICIAL	COMMENT
Dairy	Develop Sustainable Market	Secure off take agreements with existing markets	Short	Newcastle LM: ADM Farmers Associations	A4.1	Newcastle LM Dir LED	<i>Private sector proposal to develop the industry needs to be developed by the private sector.</i>
	Develop sustainable milk supply	Develop Parlors	Short	ADM ADM: IDT; DBSA: DEDF: BANKs : IDC: TIKZN: DLA: DA&E: LB	A4.2	ADM Dir P & D	
	Water	Water Master Plan	Process Underway	ADM	A4.3	ADM Dir Engineering	Currently being compiled. Awaiting the completion of current studies to enable the compilation of one Water Master Plan
	Transport Logistics	Transport / Corridor Plan	Process Underway	ADM	A4.4		Ref A1.7
	Electricity Supply	Electricity Supply Plan	Process Underway	ADM	A4.5		Ref A1.8
KENAF	Feasibility Study	Pending Feasibility Outcomes	Process Underway	ADM: Newcastle LM	A5.1	ADM Dir P & D	Feasibility plan & BP complete ADM has Allocated a budget for a Kenaf Pilot project
Aqua Culture	Feasibility Study	Pending Feasibility Outcomes	Medium	Newcastle LM OPI	A6.1	Newcastle LM Dir LED	Although this project is reflected in the ADM Agric Plan as a priority the private sector has not actively pursued the establishment of Aquaculture
Poultry 30 000 Bird Unit	Facilitation	Consolidate small existing CO-Ops	Medium	ADM: DA&E: DED&F: CO-Ops	A7.1	ADM Dir P & D	Although this project is reflected in the ADM Agric Plan as a priority the private sector has not actively pursued the establishment of a Poultry Unit
Piggery 300 Sow Unit	Facilitation	Consolidate small existing CO-Ops	Medium	ADM: DA&E: DED&F: CO-Ops	A8.1	ADM Dir P & D	Although this project is reflected in the ADM Agric Plan as a priority the private sector has not actively pursued the establishment of a Piggery
Feedlot 1200 Beast	Facilitation	Consolidate small existing CO-Ops	Medium	ADM: DA&E: DED&F: CO-Ops	A9.1	ADM Dir P & D	Although this project is reflected in the ADM Agric Plan as a priority the private sector has not actively

OPPORTUNITIES	CONSTRAINTS	PROPOSED INTERVENTION	Target Date (Short/Medium/ Long Term)	Responsible Agents	REF	RESPONSIBLE OFFICIAL	COMMENT
							pursued the establishment of a Feedlot
Horn River Project Emerging Farmer Development	Infrastructure Development	Implementation Lobby for Funding	Short to Long Short	ADM: IDT; EPWP:DBSA: DEDF: BANKs : IDC: DLA: DA&E: LB	A10.1	ADM Dir P & D	Business Plan Complete. Lobbying for funding to implement the project
	Agronomy /Irrigation Skills	Skills Development	Process underway	ADM: IDT: DA&E: EPWP: FET: CO-OPS	A10.2	ADM Dir Engineering	Ref A1.4 &A1.3
	Water	Water Master Plan	Process Underway	ADM	A10.3		Currently being compiled. Awaiting the completion of current studies to enable the compilation of one Water Master Plan
	Electricity Supply	Electricity Supply Plan	Process Underway	ADM	A10.4		Ref A1.8

K10: ANNUAL REPORT



ANNUAL REPORT

2008/2009

FINAL APPROVAL

MARCH 2010

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TABLE OF CONTENTS

FOREWORD BY HIS WORSHIP THE MAYOR

FOREWORD BY THE MUNICIPAL MANAGER

VISION, MISSION, OBJECTIVE AND VALUES

FUNCTIONS, POWERS AND DUTIES

MANDATES

CHAPTER 1 OVERVIEW OF THE MUNICIPALITY

- 1.1 Background of Amajuba District**
- 1.2 Demographic Profile**
- 1.3 Priority Needs**
- 1.4 Constraints to Development**

CHAPTER 2 HUMAN RESOURCES DEVELOPMENT AND OTHER ORGANISATIONAL MANAGEMENT MATTERS

- 2.1 Institutional Framework**
 - 2.1.1 Organisation chart/organogram
- 2.2 Human Capital**
 - 2.2.1 Staff Complement
 - 2.2.2 Senior Management
 - 2.2.3 Employment Equity Development
 - 2.2.4 Skills Development
- 2.3 Expenditure Management of Employees and Council**
- 2.4 Pension and Medical Aid Funds –Statistics**

CHAPTER 3 FUNCTIONAL SERVICE DELIVERY REPORTING

- 3.1 Key Performance Areas**
 - 3.1.1 Office of the Municipal Manager
 - 3.1.2 Planning and Development Services
 - 3.1.3 Corporate Services
 - 3.1.3.1 Municipal Human Resources Strategies
 - 3.1.4 Financial Services
 - 3.1.5 Community Services
 - 3.1.5.1 KwaMdakane Thusong Service Centre

2008/09 ANNUAL REPORT



AMAJUBA DISTRICT MUNICIPALITY
A PLACE OF OPPORTUNITY

- 3.1.6 Engineering Services
- 3.2 Provision of Basic Services**
 - 3.2.1 Water Supply
 - 3.2.2 Sanitation
 - 3.2.3 Electrification and Solid Waste Removal
- 3.3 Projects**
- 3.4 Appointment of Service Providers**

CHAPTER 4 AUDITED FINANCIAL STATEMENTS AND RELATED FINANCIAL INFORMATION

- 4.1 Income Received**
 - 4.1.1 Grants and Subsidies
 - 4.1.2 Operating Income
- 4.2 Municipal Expenditure, Loans, Losses and Investments**
 - 4.2.1 Expenditure
 - 4.2.2 Investments, Loans and Losses

CHAPTER 5 REPORT OF THE AUDIT COMMITTEE

LIST OF REFERENCES

ANNEXURES

- A:** Audited Annual Financial Statements 2008/09
- B:** Auditor General's Report
- C:** Action Plan to address Auditor General's Queries

LIST OF TABLES

Table 1.1A:	Population Data	Table 3.1.5:	Core Service Delivery Key Performance Indicators – Financial Services
Table 1.1B:	Household Data	Table 3.1.6:	Core Service Delivery Key Performance Indicators – Community Services
Table 1.1C:	Average Household Size Data	Table 3.1.7:	Core Service Delivery Key Performance Indicators – Engineering Services
Table 1.1D:	Economic Growth Data	Table 3.2A:	Percentage of households with and without access to water as at 30 June 2009
Table 1.2:	Sector Plans	Table 3.2B:	Actual and Anticipated: Water Supply Cashflows Buffalo Flats Phase 1 – 3 and Emadlangeni Bulk Waterline
Table 1.3:	HIV and AIDS Statistics	Table 3.2C:	Percentage of households with and without access to sanitation as at 30 June 2009
Table 2.1:	Staff Complement as at 30 June 2009	Table 3.3:	List of service providers appointed 2008/09 paid more than R100, 000
Table 2.2:	Departmental Responsibilities	Table 4.1:	Grants and Subsidies Received
Table 2.3:	Amajuba District Municipality Directorate	Table 4.2:	Operating Income
Table 2.4A:	Demographic Profile of Employees	Table 4.3:	Operating and Capital Expenditure
Table 2.4B:	Representation by Occupational Level	Table 4.4:	External Loans
Table 2.5A:	Personnel Expenditure for the past four years	Table 4.5:	Investments Analysis
Table 2.5B:	Councillors' expenditure for the past four years		
Table 2.6A:	Summary of Pension Funds		
Table 2.6B:	Summary of Medical Aid Funds		
Table 3.1:	Key Performance Areas		
Table 3.1.1:	Core Service Delivery Key Performance Indicators – Office of the MM		
Table 3.1.2:	Core Service Delivery Key Performance Indicators – Planning and Development		
Table 3.1.3:	Core Service Delivery Key Performance Indicators – Corporate Services		

SELECTED ACRONYMS

AC	Audit Committee
ADM	Amajuba District Municipality
AFLED	Amajuba Forum for Local Economic Development
ARV	Anti-Retro Viral
BEE	Black Economic Empowerment
CDW	Community Development Worker
CTO	Community Tourism Organisation
DAEA	Department of Agriculture and Environmental Affairs
DBSA	Development Bank of Southern Africa
DIMS	District Information Systems
DLA	Department of Land Affairs
DLGTA	Department of Local Government and Traditional Affairs
DM	District Municipality
DME	Department of Minerals and Environmental Affairs
DSR	Department of Sports and Recreation
DWAF	Department of Water Affairs
EPWP	Extended Public Works Programme
ESDP	Electricity Supply Development Plan
GCIS	Government Communications and Information Systems
HOD	Head of Departments / Section 57 Managers
IDP	Integrated Development Planning
IDP RF	Integrated Development Planning Representative Forum
IGF	Intergovernmental Forum
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LGSETA	Local Government Sector of Education & Training Authorities
LM	Local Municipality
LUMS	Land Use Management System
Mi2	Municipal Infrastructure Investment
MIPA	Man In Partnership Against AIDS

MIG	Municipal Infrastructure Grant
MM	Municipal Manager
MPCC	Multi-Purpose Community Centre (also know as Thusong Service Centre)
NQF	National Qualification Framework
OHS	Occupational Health and Safety
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
UAP	Universal Access Plan
PA	Performance Agreement
PMU	Project Management Unit
PMS	Performance Management Systems
PPP	Public Private Partnership
PTP	Public Transport Plan
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SEDA	Small Enterprise Development Agency
SMME	Small Medium and Micro Enterprise
WSA	Water Service Authority
WSDP	Water Service Development Plan

FOREWORD BY HIS WORSHIP THE MAYOR



Cllr Dr MS Mlangeni
His Worship the Mayor

Honourable Speaker
Members of Council
Executive Committee
Municipal Manager
Officials
All protocol observed

I am pleased to present to you an annual report of Amajuba District Municipality for year ended 30 June 2009.

The 2008/09 financial year has seen a continued commitment and in many areas, we have made substantial progress. We have lived upon our vision statement which says Amajuba will be a fully developed district, with a vibrant and sustainable economy, a better quality of life, preserved within its own cultural and traditional values.

I therefore would like to thank all members of Council, the Municipal Manager and his staff for their support, cooperation, dedication and hard work during the year under review.

CLLR DR MS MLANGENI
HIS WORSHIP THE MAYOR

2008/09 ANNUAL REPORT



AMAJUBA DISTRICT MUNICIPALITY
A PLACE OF OPPORTUNITY

FOREWORD BY THE MUNICIPAL MANAGER



Dr VJ Mthembu
Municipal Manager

The compilation of the annual report is a landmark in the institutional history of any organization, more so it affords one the opportunity to stand out of the daily work objectives and reflect on the organisational accomplishments over period under review.

Our district prides itself in effective management that is in line with fiscal discipline, which will be entrenched even further. The existing sound relationships with our stakeholders confirm our management style, which is in line with Chapter IV of the Municipal Systems Act No. 32 of 2000.

My sincere appreciation goes to His Worship the Mayor Cllr Dr SM Mlangeni and his Executive Committee, the entire Council members and the Staff members for their support. May I also pay special thanks to a number of stakeholder groups; inter alia, the Department of Local Government and Traditional Affairs, National Treasury, and the various Government Departments for their continued interest and support. The success of the Municipality would not have been possible without your continued commitment and dedication.

It therefore gives me a great pleasure to present the 2008/09 annual report to His Worship the Mayor Cllr Dr SM Mlangeni for presentation at Council.

DR VJ MTHEMBU
MUNICIPAL MANAGER

VISION, MISSION AND OBJECTIVES

VISION

Amajuba will be a fully developed district, with a vibrant and sustainable economy, a better quality of life, preserved within its own cultural and traditional values.

OBJECTIVES

The following objectives have been agreed to guide development in the Amajuba District:

- To achieve sound management, administration and equity within the Amajuba by 2010 in line with applicable legislation and Organized Local Government Guidelines
- To ensure provision of basic infrastructure and community services to all communities within acceptable norms and standards by 2015
- To facilitate, encourage and support the development of an enabling environment for Local Economic Development and job creation
- To promote the development of a safe and healthy environment in line with the applicable legislation on an ongoing basis

MISSION

The Amajuba District Municipality will through good governance (accountable, transparent, democratic and developmental local government) and management strive to achieve its vision, within the legal framework by:

- Promoting shared and integrated service delivery
- Creating an enabling environment for economic development
- Increasing opportunities for previously disadvantaged communities
- Providing and maintaining integrated, affordable, equitable and sustainable services
- Facilitating access to land and social services
- Promoting development of a safe and healthy environment, and
- Effective planning of infrastructure and technical services

VALUES

The following are the values to be followed by the organisation:

- **Accountability:** We will discharge our responsibilities with the appreciation that we are public servants and will hold ourselves accountable to them.
- **Transparency:** We will make the necessary information available to our stake holders.
- **Democracy:** We will consult our stakeholders as prescribed.
- **Developmental Approach:** We will seek, develop and implement solutions that will contribute to the development of our society.

FUNCTIONS, POWERS AND DUTIES

In terms of Section 84 of the Municipal Structures Act (No. 117 of 1998), the District Municipality has the following functions and powers:

- (a) Integrated Development Planning for the District Municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the District Municipality.
- (b) Potable water supply systems.
- (e) Solid waste disposal sites, in so far as it relates to:
 - (i) The determination of a waste disposal strategy;
 - (ii) The regulation of waste disposal; and
 - (iii) The establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one local municipality in the district.
- (g) Regulation of passenger transport services.
- (i) Municipal health services.
- (j) Fire fighting services serving the area of the District Municipality as a whole, which includes:
 - (i) Planning, co-ordination and regulation of fire services;
 - (ii) Specialised fire fighting services such as mountain, veld and chemical fire services;
 - (iii) Co-ordination of the standardization of infrastructure, vehicles, equipment and procedures;
 - (iv) Training of fire officers.
- (k) The establishment, conduct and control of fresh produce markets and abattoirs serving the area of a major proportion of the municipalities in the district.
- (l) The establishment, conduct and control of cemeteries and crematoria serving the area of a major proportion of municipalities in the district.
- (m) Promotion of local tourism for the area of the District Municipality.
- (n) Municipal public works relating to any of the above functions or any other functions assigned to the District Municipality.
- (o) The receipt, allocation and, if applicable, the distribution of grants made to the District Municipality.
- (p) The imposition and collection of taxes, levies and duties as related to the above functions or as may be assigned to the District Municipality in terms of national legislation.

MANDATES

SPECIFIC MANDATES

- Municipal Finance Management Act, No. 56 of 2003;
- Municipal Systems Act , No. 32 of 2000;
- Municipal Structures Amendment Act, 2000;
- Local Government Municipal Planning and Performance Management Regulation, 2001; and
- Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Manager, 2006; and
- Integrated Development Planning document

SUPPORTING MANDATES

- The Constitution of the Republic of South Africa, No. 108 of 1996;
- White Paper on Transforming Public Service Delivery (Batho Pele), 1997;
- The White Paper on Service Delivery
- Basic Conditions of Employment No. 75 of 1997
- Compensation for Occupational Injuries and Health Diseases Act No. 130 of 1993
- Employment Equity Act No. 55 of 1998
- Labour Relations Act No. 66 of 1995
- Occupational Health & Safety Act No. 85 of 1993
- Skills Development Levies Act No. 9 of 1999
- Skills Development Act No. 97 of 1998
- Unemployment Contributions Act No. 4 of 2002
- Unemployment Insurance Act No. 63 of 2001

POLICIES AND PROCEDURES

- Amajuba District Municipality Financial Rules
- Amajuba District Municipality Code of Conduct
- Amajuba District Municipality Supply Chain Management Policy

MEMBERS OF THE COUNCIL

The Amajuba District Municipality consists of 25 Councillors as follows:

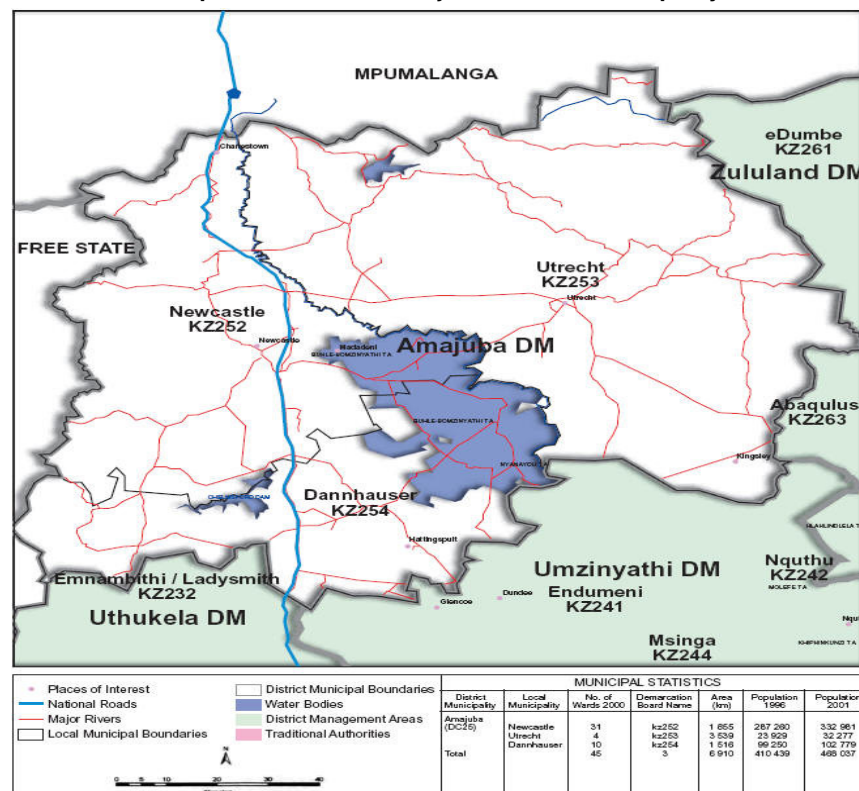
1. Cllr Dr MS Mlangeni (Mayor)
2. Cllr P Croft (Speaker)
3. Cllr BA Dlamini (Executive Committee)
4. Cllr MI Dlamini (Executive Committee)
5. Cllr JCN Khumalo
6. Cllr DB Mabuyakhulu
7. Cllr AT Zwane
8. Cllr BL Zulu
9. Cllr JP Khumalo
10. Cllr NS Matthews
11. Cllr AN Radebe
12. Cllr VJ Ngema
13. Cllr BJ Mntambo
14. Cllr TV Buthelezi
15. Cllr LPT Dhlomo
16. Cllr TC Thungo
17. Cllr HS Madonsela
18. Cllr SB Harber
19. Cllr RB Ndimba
20. Cllr NJ Ndebele
21. Cllr A Chuang-Lui
22. Cllr JME Damons
23. Cllr MA Sibeko
24. Cllr MF Zikhali
25. Cllr NJ Hadebe

OVERVIEW OF THE MUNICIPALITY

1.1 BACKGROUND OF AMAJUBA DISTRICT

The Amajuba District Municipality (ADM) is located in the north-western corner of KwaZulu-Natal and comprises the three local municipalities of Newcastle (KZ252), Utrecht (KZ253) and Dannhauser (KZ254). The ADM is 6 910 km² in size with Utrecht occupying the largest area of 3 539 km², Newcastle some 1 855 km² and Dannhauser some 1 516 km². The main transportation routes linking the District to its surrounds including the N11 which is the alternative route to Johannesburg from Durban, and the rail line which is the main line from the Durban harbour to Gauteng. The R34 also bisects the district in an east-west direction and provides a linkage from the port city of Richards Bay to the interior.

Map 1: Location of Amajuba District Municipality



The district is viewed as a major industrial centre with several key industries anchoring development in the region, notably: steelworks, textiles, chemicals and petroleum products. Agricultural activities (dairy and crop farming) are well organised within the district and there is considerable scope for expansion into agri-beneficiation activities. A well developed tourism sector with numerous natural beauty attractions and an emphasis on the battlefields, adventure tourism and the accommodation requirements of business visitors is also evident in Amajuba.

1.2 DEMOGRAPHIC PROFILE

Amajuba district demographic situation shows a concentration of people in the Newcastle-Madadeni-Osizweni area, a smaller concentration in the Blaaubosch area and dispersed population in the remainder of the district, with notable exception of the area in the northeast of the Dannhauser municipal area, encompassing Ubuhlebonzinyathi Community Authority Area. Demographic data reflected in tables below shows the Global Insight findings as compared to the Statistics South Africa findings.

Table 1.1A: Population Data

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
Total Pop: 1996	99 250	287 260	23 929	410 439
Total Pop: 2001	102 779	332 981	32 277	468 037
Total Pop: 2005	104 065	351 075	35 962	491 102
Total Pop: 2007 (Global Insight)	97 866	360 190	39 561	497 617
Total Pop: 2007 (Stats SA, Community Survey 2007)	91 366	327 637	23 263	442 266

Source: Statistics South Africa, 2007 and Global insight report 2007

The total population of the district was recorded as 491 102 by the Statistics South Africa Community Survey of 2005 as compared to 442 266 found in 2007. Of the 2007 records, 74% was located in Newcastle Municipality, 21% in Dannhauser Municipality and 5% in Emadlangeni Municipality. A decline in population may be due to HIV and AIDS pandemic.

Table 1.1B: Household Data

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
No of H/holds (2005)	19 094	72 089	5 663	96 846
No of H/holds 2007 (Global Insight)	18 751	82 938	6 905	108 595
No of H/holds 2007 (Stats SA, Community Survey 2007)	18 057	77 786	5 211	101 054

Source: Statistics South Africa, 2007 and Global insight report 2007

Table 1.1C: Average Household Size Data

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
Average H/hold Size (2005)	5.5	4.9	6.4	5.1
Average H/hold Size 2007 (Global Insight)	5.2	4.3	5.7	4.6
Average H/hold Size 2007 (Stats SA, Community Survey 2007)	5.1	4.2	4.5	4.4

Source: Statistics South Africa, 2007 and Global insight report 2007

The 2007 statistics by Statistics SA also show an increase in a number of households from 96 846 in 2005 to 101 054 in 2007. An average household size has however decreased from 5.1 to 4.4.

Table 1.1D: Economic Growth Data

YEAR	DANNHAUSER	NEWCASTLE	EMADLANGENI	AMAJUBA
% Growth/ annum (2001 to 2005)	0.31	1.33	2.74	1.21

Source: Amajuba Integrated Development Plan 2009/10

Emadlangeni reflects the highest growth rate of 2.7% per annum and also has the largest household size of approximately 6 people per household, which is in keeping with the rural nature of the municipality. In terms of the growth rate, the rate for the period 2001 to 2005 was lower than the growth rate for the period 1996 to 2001 which shows a stabilisation in the District. This may also relate to the high prevalence of HIV and Aids in the district.

1.3 PRIORITY NEEDS

There are sector plans that have been established to channel service delivery. The following are the sector plans that have been prepared since the inception of Amajuba District Municipality in 2001. The sector plans are aligned to the IDP and are reviewed as the need arises.

All projects identified in the sector plans are included in the projects section and the contents of the sector plans form part of the strategies section.

The following table demonstrates the status of the sector plans at the end of the year under review.

Table 1.2: Sector Plans

SECTOR PLAN	STATUS 2008/09	PURPOSE OF THE PLAN AND OTHER COMMENTS
Integrated Environmental Programme	To be reviewed	Promoting environmental friendly methods of waste disposal in area outside the urban area
Environmental Management Plan	Complete	The EMP addresses schedules, resources and responsibilities for achieving Council's environmental objectives and targets.
Integrated Waste Management Plan	Complete	This plan investigated the potential for waste minimization and recycling as well as the potential alternatives to the current treatment and disposal regimes.
Cemetery Plan	Complete	Apart from the implementation of the Cemetery Plan, a future focus identified for this plan will be to investigate the current status of unlicensed cemeteries in the ADM.
Public Transport Plan	Complete	PTP provides a record of public transport services, routes, facilities and infrastructure, which will form the basis for the development of the PTP and the Integrated Transport Plan (ITP) for the ADM.
HIV and AIDS Policy	Complete	A policy document has been developed to guide all of Council's activities on HIV/ Aids matters.
Water Service Development Plan	Review Complete	The WSDP has been utilised to prioritise water provision projects and funding allocations throughout the DM and the budget has been aligned extensively with it.
Tourism Development Plan	Complete	This plan was prepared so as to put the district on a competitive edge in terms of its tourism attractions.

SECTOR PLAN	STATUS 2008/09	PURPOSE OF THE PLAN AND OTHER COMMENTS
Tourism Route Development Plan	Complete	The aim of this sector plan was to cluster tourism products in order to market them collectively.
Tourism Signage Development Plan	Complete	Tourism signage has been a major challenge that the DM has been faced with. The need was therefore identified to prepare a plan aimed at identify gaps in tourism signage and area for upgrading so as to facilitate the free movement of tourists around the DM.
Battlefields Development Plan	Complete	Since DM is branded as the “Battlefields”, it has been the intention of the DM to offer tourists a complete battlefields package. Key to this has been the need to upgrade existing battlefield sites in order for them to be in an acceptable state for visits from tourists. This project has been linked to a Study Tour undertaken by the ADM's EXCO where key battlefields in Europe were visited.
Local Economic Development Plan	Complete	Plan prepared to provide a framework for the integration and coordination of activities and decisions made by development agencies. The plan identified three potential growth sectors in the district as Agriculture, Commerce and Industry and Tourism
Manufacturing Sector Plan	Complete	The purpose of the plan was to formulate an integrated and holistic manufacturing plan to revive the steadily dwindling state of the manufacturing sector in the district.
Agricultural Development Plan	Complete	Plan is to guide all LM's in the DM area and other stakeholders, on the development of the agricultural sector, ensuring well planned and successful enterprises that will not have a negative impact on the natural environment and other land users (industries, residential, mining), in order to provide long term economic upliftment, especially for the previously disadvantaged groups and economic sustainability for all the existing agricultural related enterprises.
Electricity Supply Development Plan	Complete	The purpose of the plan is to formulate a rational basis for extending grid and non-grid electrification service supply within the district. During the year under review, electrification and bulk infrastructure creation funding formed part of the MIG programme.
Disaster Management Plan	Complete	The ADM undertook both a Disaster Management Risk Assessment and Risk Analysis during the past financial year. These studies identified where risks for disasters are prevalent, their type and their potential magnitude.
Performance Management System	To be reviewed	PMS is a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed
Municipal Infrastructure Investment Plan	Complete	This is an initiative that is meant to address backlogs and provide infrastructure for LED. The initiative is a joint force with the Amajuba LED Forum.
Backlog Study	Complete	To identify backlogs in relation to provision of basic services so as to meet the required standards in terms of service delivery
Area Based Plan	Currently being prepared	DLA has appointed consultants to prepare the plan. Status Quo and Strategies sections complete.

Source: Integrated Development Plan Review 2009/10

1.4 CONSTRAINTS TO DEVELOPMENT

Economic growth of the district is growing. Economic growth currently seat at 10% per annum as compared to about 8.09% in 2004/05. Sectors with highest economic development potential include mining, agriculture, manufacturing, wholesale and retail. These sectors face various constraints to development such as the ones stated below.

Constraints to Development in Mining

- Lack of people with appropriate skills in the area; and
- Poorly maintained access and internal roads in the area

Constraints to Development of Agriculture

- Lack of people with appropriate skills in the area;
- Poorly maintained access and internal roads in the area; and
- Unresolved land claims

Constraints to Development of Manufacturing as well as Wholesale and Retail

- Lack of people with appropriate skills in the area;
- Poorly maintained access and internal roads in the area; and
- Crime

Constraints that impact on service delivery

- Lack of municipal
- Deterioration of existing infrastructure
- Funding and financial issues
- HIV and AIDS epidemic

Amajuba District has seen an increase from 40% in 2001 to 46% in 2006 (Antenatal Survey 2006). It is unclear why there has been this increase in the HIV and AIDS statistics. The district has also noted an increase in unemployment from 41% in 1996 to 55% in 2001 and 61.5% in 2005 (Backlog Study 2005)

Table 1.3: HIV and AIDS Statistics

Description	2001	2005/06 (Baseline Data Study)
Unemployment (% of income earning population)	41% in 1996; 55% in 2001	61.5% in 2005
HIV/ Aids Rates	KZN: 32% Provincial Average ADM: 40% Antenatal Survey (2001)	KZN: 40.7% Provincial Average ADM: 38.5% Antenatal Survey (2004) ADM: 46% Antenatal Survey (2006)

Source: Integrated Development Plan Review 2006/07 & 2007/08

HUMAN RESOURCES DEVELOPMENT AND OTHER ORGANISATION MANAGEMENT

2.1 INSTITUTIONAL FRAMEWORK

2.1.1 ORGANISATIONAL CHART/ORGANOGRAM

The organizational structure of the District Municipality is depicted in the organogram below.

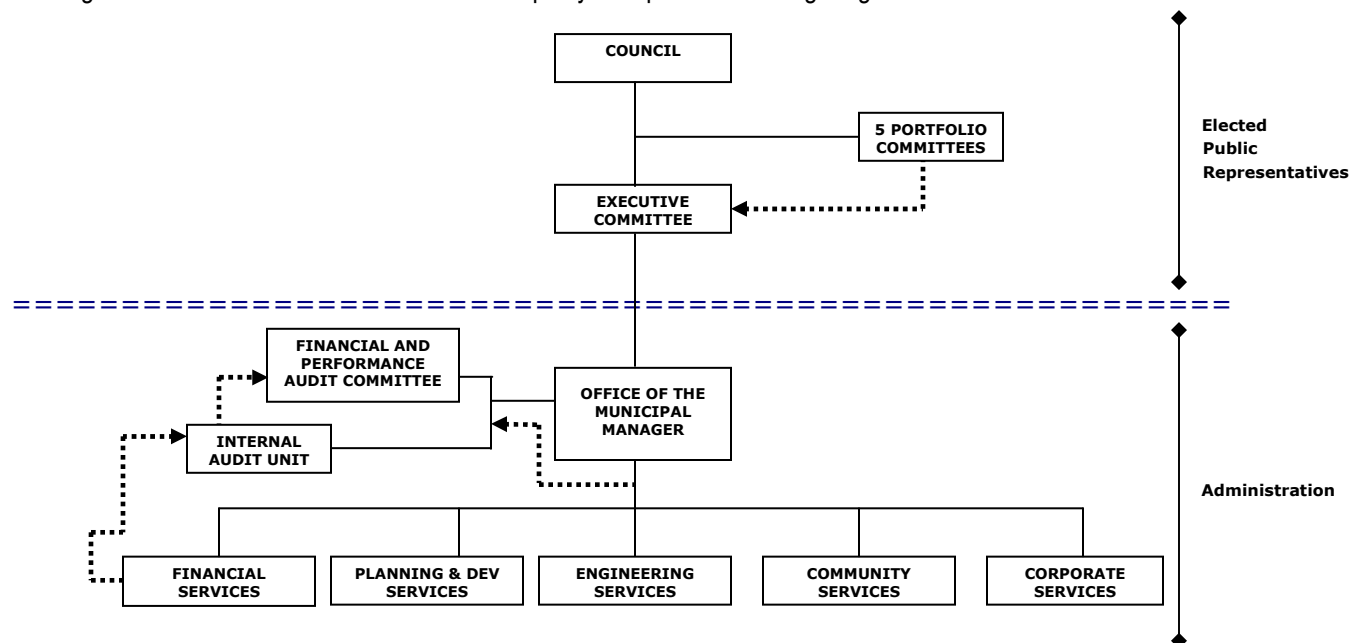


Figure 1: Organisational Chart

As depicted in the organogram above, the Amajuba District Municipality has six departments and two units. Each department is headed by a political head who is an Executive Councillor. Below the political head is the director who is a section 57 employee (meaning that he/she is on a five-year employment contract and a yearly performance agreement and reports directly to the Municipal Manager). The Municipal Manager in turn reports to the Executive Committee, via the Mayor, who is the chairperson of the Executive Committee. The Municipal Manager is assisted by the internal audit and independent performance and financial audit committee in meeting his accountability requirements as prescribed in the MFMA. The internal audit unit is outsourced. This unit provides an array of audit and evaluation activities. More information pertaining to functioning of internal audit and audit committee is described in chapter 5.

There are five portfolio committees; each one corresponding to the municipal departments. Portfolio Committees are headed by a chairperson, who is not an Executive Committee member but a member of Council.

2.2 HUMAN CAPITAL

2.2.1 STAFF COMPLEMENT

During the period under review, the municipality had a staff complement of 68, 62 of which are permanently employed and 6 of which are Section 57 Performance Contract Managers. Table 2.1 below shows the staff complements per department.

Table 2.1: Staff Complement as at 30 June 2009

DEPARTMENT	NO. OF STAFF
Office of the Municipal Manager	09
Corporate Services	12
Financial Services	13
Planning and Development	14
Engineering Services	17
Community Services	13
TOTAL NUMBER OF STAFF	78

During the year under review, two youth graduates were appointed as experiential trainees. Financial services appointed two MFMA interns.

Table 2.2: Departmental Responsibilities

OFFICE OF THE MUNICIPAL MANAGER	FINANCIAL SERVICES	CORPORATE SERVICES
Strategic Leadership	Management of Grants, Tax, Levies	General administration
Overall responsibility for the organisation	Debtor management	Secretariat
Form & develop efficient & effective administration	Income, Expenditure and Cash flows	Council Support
Advise political structures & political office bearers	Budgets (Planning, Implementation and Control)	Legal services
Ensure implementation of decisions of political structures	Assets Management	Policies and Procedures
Ensure implementation of national & provincial legislation/laws	Logistics	Municipal Office Building Management
Accountability for financial & other resources of the municipality	Payroll	Capacity Building / Training
Internal Audit	Procurement	Human Resources
Intergovernmental & International Relations	Insurance	Occupational Health and Safety
Miscellaneous responsibilities outlined in the MSA, MFMA and other legislation.	Loans and Investments	Facilities Management
Strategic Planning & Monitoring: - IDP in terms of MSA & MFMA - PMS in terms of MSA & MFMA	Risk Management	

Source: Integrated Development Plan Review 2006/07 & 2007/08

COMMUNITY SERVICES	PLANNING & DEVELOPMENT SERVICES	ENGINEERING SERVICES
Regulate Passenger Transport.	Development Planning <ul style="list-style-type: none"> ▪ Spatial Development Framework ▪ IDP Alignment and Institutional Support ▪ Land Use Management System coordination ▪ Geographic Information System ▪ Relevant IDP Sector Plans 	Water Service Authority <ul style="list-style-type: none"> ▪ Governance, Planning and Regulation
Municipal Airports	Housing and Land Reform	Electricity
Cemeteries & Crematoria	Dept Policy Development	Integrated Waste Management
Disaster Management <ul style="list-style-type: none"> ▪ Fire Prevention ▪ Emergency Services ▪ Civil Defense 	Municipal (Corporate) Marketing	Municipal Roads
Environmental Health (Monitoring & Control) <ul style="list-style-type: none"> ▪ Water quality monitoring ▪ Food Control ▪ Waste Management ▪ Health surveillance of premises ▪ Vector Control ▪ Environmental Pollution Control ▪ Surveillance & Prevention of common diseases ▪ Disposal of the dead ▪ Chemical safety 	Economic Development <ul style="list-style-type: none"> ▪ Local Tourism, Agriculture, Commerce and Industry. ▪ SMME Support 	Land Reform: post settlement
National Qualifications Fund (NQF) Support	Information Technology: <ul style="list-style-type: none"> ▪ Network Administration ▪ Policy development and implementation ▪ District Information Management Systems 	Municipal Infrastructure Grant Program (MIG): <ul style="list-style-type: none"> ▪ Basic Residential Infrastructure ▪ Public Municipal Service Infrastructure ▪ Social Institutions Infrastructure ▪ Micro Enterprise Infrastructure
Special Programmes: Youth, Gender, Arts and Culture		Dept Policy Development
HIV/AIDS Coordination		
Dept Policy Development		
Environmental Management		

Source: Integrated Development Plan Review 2009/10

2.2.2 SENIOR MANAGEMENT

During the year under review, all senior management posts were filled.

Table 2.3: Amajuba DM Directorate

2008/09 ANNUAL REPORT



AMAJUBA DISTRICT MUNICIPALITY
A PLACE OF OPPORTUNITY

DIRECTORATE	DIRECTOR RESPONSIBLE	DATE OF APPOINTMENT	DATE OF RESIGNATION	EXECUTIVE COUNCILLOR OR PORFOLIO COUNCILLOR
Municipal Manager	Dr VJ Mthembu	January 2007	not applicable	Cllr Dr MS Mlangeni
Corporate Services	H. Jacobs	July 2007	30 April 2009	Cllr Dr MS Mlangeni
Finance	C. Masondo	July 2007	not applicable	Cllr Dr MS Mlangeni
Engineering Services	N. Buthelezi	March 2008	not applicable	Cllr BA Dlamini
Planning & Development	C. Myeza	July 2007	not applicable	Cllr Dr MS Mlangeni (for Econ Dev component)
Community Services	M. Mtshali	July 2007	30 January 2009	Cllr MI Dlamini



DR V.J. MTHEMBU
MUNICIPAL MANAGER



MR. H. JACOBS
CORPORATE SERVICES



MR. C MASONDO
FINANCIAL SERVICES



MR. M MTSHALI
COMMUNITY SERVICES



MR. N. BUTHELEZI
ENGINEERING SERVICES



MR. C. MYEZA
PLANNING & DEVELOPMENT

2.2.3 EMPLOYMENT EQUITY DEVELOPMENT

In accordance with the Employment Equity Act No. 55 of 1998, the District Municipality developed and implemented the Employment Equity Plan; and as required by the said Act, the Plan was submitted to the Department of Labour. The Plan reflects the significant progress the District Municipality has achieved with actions to address challenges relating to enhanced demographic representivity, skills development, succession planning, fast-tracking, mentorship, diversity management and organizational culture assessment.

The employment equity profile illustrates progress made towards transformation. In terms of women empowerment, significant initiatives need to be introduced at top level to bring women to the fore. The employment equity statistics are presented in table 2.4A and 2.4B below.

Table 2.4A: Demographic profile of employees

Employment Equity Implementation	Designated* Group	Non-Designated Group	Women
Top Management	83%	17%	0%
Middle Management	80%	20%	20%
Professional Staff	70%	30%	20%

*Africans, Coloureds, Indians, Women and the Disabled Individuals

The analyses show that 83% of the top management of the District Municipality is currently occupied by the designated group. What is notable; however, is that there are no women representatives in the top management of the District Municipality. Progress still need to be made to address these imbalances.

At the middle management (deputy and assistant directorate) level, however the District Municipality has achieved far beyond the expectations and has employed 80% of the designated group at this level. Of the total middle management individuals, 20% are women.

Table 2.4B: Representation by Occupational Level

Occupational Level	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior	5	0	0	1	0	0	0	0	6
Middle (Deputy & Assistant Directorate)	4	0	2	2	1	0	1	0	10
Other Staff	27	0	2	1	25	0	5	2	62
Total	36	0	4	4	26	0	6	2	78

Source: Employment Equity Plan

What is notable in table 2.4 above is that 56% of the staff complement is males, of which 79% are Africans, 13% are Indians, 8% Whites and there existed no Coloureds during the year under review. 44% of the staff complement is females, of which 33% are Africans. Of the 36 African males, one is a person with a disability.

2.2.4 SKILLS DEVELOPMENT

The employment equity guidelines form an integral part of planning for training as reflected in the Skills Development Act. The District Municipality has developed a comprehensive Workplace Skills Development Plan for the period under review in line with the said Act and the Plan was submitted to the Department of Labour as required by the Act.

The District Municipality is registered with the Local Government Sector Education and Training Authority (LGWSETA) and skills development initiatives relating to the municipal core services have been carried out at all levels of employment. During the period under review, the District Municipality contributed R195,500-31 to skills development and claimed R73,364-11 in skills levies from the LGSETA.

2.3 EXPENDITURE MANAGEMENT OF EMPLOYEES AND COUNCIL

In terms of the MFMA the municipality is required to disclose all expenditure of staff and councilors, in compliance with Section 65-66 of the MFMA. Below are tables illustrating the said expenditures:

Table 2.5A: Personnel expenditure for the past four years

Financial Year	Municipal Audited Expenditure – Section 12(6) R	Personnel Expenditure R	Personnel Expenditure as a % of administration – Section 12(6)
2005/2006	50,031,532	10,895,779	22%
2006/2007	38,830,772	11,933,918	31%
2007/2008	55,992,079	17,824,649	31%
2008/2009	125,630,149	23,762,179	19%

Table 2.5B: Councillors' expenditure for the past four years

Financial Year	Municipal Audited Expenditure – Section 12(6) R	Councillors Expenditure R	Personnel Expenditure as a % of administration – Section 12(6)
2005/2006	50,031,532	2,834,168	6%
2006/2007	38,830,772	2,698,559	7%
2007/2008	55,992,079	2,779,354	5%
2008/2009	125,630,149	2,689,502	2%

2.4 PENSION AND MEDICAL AID FUNDS – STATISTICS

Table 2.6 below indicates a summary of pension and medical aid funds utilized by Council employees and councillors from 01 July 2008 to 30 June 2009:

Table 2.6A: Summary of Pension Funds

Description	Number of Members	Employee Contribution (R)	Employer Contribution (R)	Total (R)
Natal Joint Municipal Employees Provident Fund (5%)	55	573,397	729,777	1,303,174
Natal Joint Municipal Employees Provident Fund (7%)	04	109,005	61,203	170,208
Natal Joint Municipal Employees Provident Fund (9.25%)	09	183,595	254,262	437,857
Natal Joint Municipal Employees Superannuation Fund	04	61,940	167,406	229,346
Govern Employees Pension Fund	02	29,762	51,589	81,351
Municipal Councillors Fund	08	348,563	0	348,563
Total Pension Fund	82	1,306,262	1,264,237	2,570,499

Table 2.6B: Summary of Medical Aid Funds

Description	Number of Members	Employee Contribution (R)	Employer Contribution (R)	Total (R)
Global Health Medical Scheme (Gold)	14	167,695	203,365	371,060
Global Health Medical Scheme (Silver)	5	39,001	58,502	97,503
Global Health Medical Scheme (Platinum)	1	85,731	0	85,731
Munimed	2	25,313	37,969	63,282
Bonitas Standard	12	92,223	128,736	220,959
Bonitas 52	2	36,750	55,125	91,875
Bonitas Prime	4	21,624	35,363	56,986
Bonitas Cont.	1	9,889	0	9,889
Bon Save	1	8,934	4,652	13,586
Pro Sono Med	1	14,802	0	14,802
LA Health	7	67,084	54,176	121,260
Momentum	1	61,084	0	61,084
Total Medical Aid Fund	51	630,129	577,888	1,208,017

FUNCTIONAL SERVICE DELIVERY REPORTING

3.1 KEY PERFORMANCE AREAS

Amajuba DM's Performance Management Systems (PMS) is reviewed on an annual basis. The municipality has established the key performance areas (KPA) in line with its vision, mission and strategic objectives. The municipal KPAs inform the departmental KPAs.

The municipal KPAs are based on five national KPAs. The table below illustrates the linkage between national KPAs and the Amajuba DM' KPAs.

Table 3.1: Key Performance Areas

National KPAs	Amajuba DM's KPAs
Basic Service Delivery	Integrated Service Delivery
Municipal Institutional Development and Transformation	Institutional and Governance Matters, Municipal Planning
Local Economic Development	Economic Development, Social Facilitation and Development, Environmental Management
Municipal Financial Viability and Management	Municipal Planning
Good Governance and Public Participation	Institutional and Governance Matters

The above KPAs are addressed at the departmental as per tables.

3.1.1 OFFICE OF THE MUNICIPAL MANAGER

Table 3.1.1: Core Service Delivery Key Performance Indicators – Office of the Municipal Manager

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT / PROGRAMME DESCRIPTION	UNIT OF PERFORMANCE MEASUREMENT	ANNUAL TARGET	FREQUENCY/ TIMELINE	ACTUAL PERFORMANCE
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Review the organisational structure and policies of the municipality in line with the strategic & operational requirements	Reviewed Organisational Structure	ExCo resolutions	approved organisational structure	Sept-08	Organogram submitted to ExCo
To ensure ongoing implementation and review of the Performance Management System	Measure the performance of senior managers	Performance contracts of senior managers approved by the EXCO	Sect 57 Performance Contracts and ExCo resolution	signed PAs	Sept-08	Every HoD in possession of a signed PA
To ensure ongoing implementation and review of the Performance Management System	Measure the performance of senior managers	Assessment and reporting on S57 employees performance	Report and ExCo resolution	four assessments (two informal and two formal)	Quarterly	Formal: Mid-year assessment conducted by the evaluation panel held in June 08; end of the year assessments to be held No record of informal assessments
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Budget approved by Council	Council resolution	Approved 2008/09 Budget	annually by end of June	2008/09 Budget approved in 29 May 2008
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Monthly reports to EXCO	ExCo resolution	12 monthly reports submitted to ExCo	Monthly	Monthly reports submitted to ExCo
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Adjustment Budget approval	Council resolution	Approved Adjustment Budget	annually by end of Jan	Adjustment budget submitted to Council on 26 March 2009
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Consideration of reports and queries from internal and external auditors and ensuring continuous functioning of the internal audit unit	Audit Committee minutes & ExCo resolution	all queries addressed efficiently and effectively, at least four IA reports produced per financial year	Quarterly	Two internal audit reports submitted to the AC, one internal audit report on performance management
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Attendance at meetings of the Audit Committee	Agenda, Minutes & Register	four scheduled AC meetings and Special AC meetings attended	Quarterly	6 Audit committee meetings held 2008/09
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Deal with matters and queries from the Auditor General.	Reports and Correspondences	all AG queries addressed by mid-FY	Jan-09	Action plan to address AG queries prepared and in progress of implementation
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Attendance at meetings of the shareholders of uThukela Water	Reports and Correspondences	all scheduled and proposed shareholders meetings attended	ongoing	Attended uThukela Water meetings and updated ExCo
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	Reports to EXCO on uThukela Water	Reports/Minutes of uThukela Water shareholders' meeting submitted to ExCo	all reports and minutes submitted to ExCo	ongoing	

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT / PROGRAMME DESCRIPTION	UNIT OF PERFORMANCE MEASUREMENT	ANNUAL TARGET	FREQUENCY/ TIMELINE	ACTUAL PERFORMANCE
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure effective management of the municipality and its functionaries	WSP Contribution in support of uThukela Water	reports	reports on how uThukela utilised funds	ongoing	
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Ensure preparation and timeous submission of annual financial statements to Auditor General	Correspondences and reports	AFS submitted	annually by end of Aug	submission of financial statements 07/08 delayed due to delayed completion of the asset register

3.1.2 PLANNING AND DEVELOPMENT SERVICES

Table 3.1.2: Core Service Delivery Key Performance Indicators – Planning and Development Services

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT / PROGRAMME DESCRIPTION	UNIT OF PERFORMANCE MEASUREMENT	ANNUAL TARGET	FREQUENCY/ TIMELINE	ACTUAL PERFORMANCE
To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Battlefields Development Plan	Facilitate programme through the Amajuba Tourism Forum (ATF)	Engagements with Amafa KZN and land owners - correspondence and reports	implementation of battlefield development plan recommendation	Ongoing	implementation of battlefield development plan in progress
To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Agricultural Sector Plan	LED Project Support	Facilitate the development of two primary economy projects into secondary economy	development of two projects into secondary economy	Ongoing	Development of two projects into secondary economy in progress
To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Implementation of the Agricultural Sector Plan	LED Manufacturing Strategic Project Support	Facilitate the development of two manufacturing projects as recommended in the manufacturing plan	development of two projects into secondary economy	Ongoing	
To ensure 4% economic growth per annum by 2011 To ensure 15% reduction in unemployment by 2011	Facilitate Targeted Investment	3rd ADM growth and development summit.	Growth and Development Summit	conduct of G&D Summit	Mar-09	Growth and Development Summit held
To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Support the facilitation of integrated planning and implementation of land reform projects in the District	Update and alignment of the Amajuba Spatial Development Framework (SDF)	Completed and aligned SDF	SDF Completed	Jun-09	SDF prepared and approved as part of the IDP
To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	Approval of the Budget and IDP Process Plan by EXCO and Council	Council resolution	approved process plan	Aug-08	IDP, PMS and Budget Process Plan approved by Council on 14 August 2008
To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Prepare, monitor implementation and review the IDP	Approved IDP submitted to the DLG&TA	Council resolution and minutes of the IDPRF	approved IDP document	Jun-09	IDP document approved by Council on 29 May 2005

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT / PROGRAMME DESCRIPTION	UNIT OF PERFORMANCE MEASUREMENT	ANNUAL TARGET	FREQUENCY/ TIMELINE	ACTUAL PERFORMANCE
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Draft Annual Report presented to the Mayor for tabling to Council	Item sent to Council and the resolution	approved draft AR for publicising	Jun-09	Draft AR approved by Council in March 2009
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Public participation, advertisement and submission to MEC of Annual Report.	Advert Article	AR advertised for public comments	Apr-09	Draft AR advertised for public comments and no comments received
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Oversight report and AR tabled at Council for approval without reservations	Item sent to Council and the resolution	item sent to council for approval	Apr-08	AR approved by Council in June 2009
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Ensure preparation and timeous submission of statutory reports	Submit MFMA compliant AR to both Provincial and National Treasury.	AR document	AR distributed accordingly	Apr-09	AR distributed to key stakeholders
To ensure ongoing implementation and review of the Performance Management System	Measure the performance of the municipality	Review of the performance management system.	Policy document	reviewed PMS	Jul-09	PMS Review adopted on 14 August 2008
To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Provide guidance that ensures integrated service delivery in the District	IDP & Budget roadshows strategic support	road shows report on community comments	2009/10 road show conducted	Annually before end of May	IDP and Budget roadshows held in April

3.1.3 CORPORATE SERVICES

Table 3.1.3: Core Service Delivery Key Performance Indicators – Corporate Services*

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT / PROGRAMME DESCRIPTION	UNIT OF PERFORMANCE MEASUREMENT	ANNUAL TARGET	FREQUENCY/ TIMELINE	ACTUAL PERFORMANCE
To ensure progressive compliance with institutional and governance requirements by 2009/10	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Preparation of a Skills Database for the DM staff	Skills Database for Amajuba DM staff developed	Existence of functional skills database	Jun-09	Skills database is regular updated
To ensure progressive compliance with institutional and governance requirements by 2009/10	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Review of Workplace Skills Plan for the ADM	Completed Plan	existence of the WSP 08/09	Jun-09	Workplace Skills Plan for the ADM was updated and submitted
To ensure progressive compliance with institutional and governance requirements by 2009/10	Undertake developmental business planning and streamline business processes to meet council and community needs	Employment Equity Plan established	Legally compliant EEP	existence of the EEP to cover 08/09	Oct-09	Employment Equity Plan prepared and submitted to the Department of Labour

* Most of the key activities performed by Corporate Services have been addressed in Chapter 2 of this report.

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT / PROGRAMME DESCRIPTION	UNIT OF PERFORMANCE MEASUREMENT	ANNUAL TARGET	FREQUENCY/ TIMELINE	ACTUAL PERFORMANCE
To ensure progressive compliance with institutional and governance requirements by 2009/10	Address skills, capacity building and change management issues that affect development and functioning of the municipality	Employ experience training students	At least two students	no less than two students employed	Jan-09	In progress
To ensure progressive compliance with institutional and governance requirements by 2009/10	Undertake developmental business planning and streamline business processes to meet council and community needs	Occupational Health and Safety (OHS) Administration	Reports and correspondences	have personnel responsible for OHS and ensure that they have necessary skills and that OHS is effectively administered	Jun-09	In progress of complying with OHS policy
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Ensure effective use of the MunAdmin and necessary municipal records keep on the MunAdmin	MunAdmin is effectively utilized for safekeeping of information and distribution thereof	all correspondences scanned on the MunAdmin; where applicable even ExCo and Council items	Jun-09	Received documents scanned and filed on the MunAdmin; Going out mail prepared via the MunAdmin for security and backup purposes
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Undertake developmental business planning and streamline business processes to meet council and community needs	Coordinate, manage and provide administrative support to ExCo and Council meetings	ExCo and Council meetings agenda submitted timeously and minutes prepared	agenda of all scheduled meetings timeously distributed and minutes prepared in both English and isiZulu	Jun-09	ExCo and Council minutes translated from English into isiZulu

3.1.3.1 Municipal Human Resources Strategies

The municipality has adopted and is continuously implementing policies that deal with human resources management and planning; these are summarized as follows:

- A Code of Conduct for Municipal Staff Members;
- Code of Good Practice: HIV/Aids;
- HIV/ Aids Policy;
- Sexual Harassment Policy;
- Smoking Policy;
- Recruitment and Selection Policy;
- Grants and Loans for Study Purposes of Employees Policy;
- Subsistence and Travel Allowances Policy;
- Pool Vehicle Policy;
- Overtime Policy;
- Leave Policy;
- Skills Development and Employment Equity Act Policy; and
- Basic Conditions of Employment Policy.

3.1.4

FINANCIAL SERVICES

Table 3.1.4: Core Service Delivery Key Performance Indicators – Financial Services#

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT / PROGRAMME DESCRIPTION	UNIT OF PERFORMANCE MEASUREMENT	ANNUAL TARGET	FREQUENCY/ TIMELINE	ACTUAL PERFORMANCE
To ensure progressive compliance with institutional and governance requirements by 2009/2010	Full compliance with Chapter 11 of the MFMA (SCM)	Compliance with Chapter 11 of the MFMA	Percentage of the SCM Implementation Plan implemented	to implement the plan in full	Ongoing	Effort has been made to fully comply with the SCM policy
To manage expenditure, cash and investments	Monitoring of expenditure and cash flow position on a regular basis	Expenditure Management - cash and investments	Submit monthly expenditure reports to ExCo and ManCo	four expenditure reports submitted to ExCo and ManCo	Quarterly	Monthly expenditure reports submitted to ExCo
To monitor budgetary compliance	Monitoring of votes status	Budget monitoring	Ensure that spending is within allocated amounts	not exceeding budget allocated expenditure	Quarterly	Budget monitored and variances deviations corrected
To monitor adherence to annual cash flow plan	Monitor cash position against planned position	Monitoring of differences between cash flow and actual	Deviation within 30% from projected monthly balance	all differences corrected	Ongoing	
To ensure progressive compliance with institutional and governance requirements by 2009/10	Production of monthly income and expenditure and balance sheet reports	Annual Financial Statements ready for audit by 30 August as per MFMA	Completion and submission of 07/08 financial statements by 30 August 2008	Legally compliant AFS submitted on time	Quarterly	submission of financial statements 07/08 delayed due to delayed completion of the asset register
To provide an efficient, sound, economically viable and sustainable financial support service	A clean unqualified audit report except for issues relating to UThukela Water	Annual Financial Statements	Reduction in number of external audit queries	all queries raised by AG addressed	Ongoing	Action plan to address AG queries prepared and in progress of implementation
Compliance with MFMA	Prompt preparation of reports after month end closure	National Treasury/In year reporting	Number of s 71 and s 72 reports and number of days within which submitted to the Mayor and NT	submit the s71 (12 reports) and s72 report within the prescribed timeframe	Monthly	Section 71 report submitted to National Treasury and other stakeholders
Compliance with MFMA	Prompt preparation of reports after month end closure	National Treasury/In year reporting	Number of monthly budget monitoring reports to the Mayor	12 reports submitted to the Mayor	Ongoing	12 reports prepared and submitted to the Mayor
Efficiency in operations	Monitoring of deadlines	Reconciliation and demonstration of the number of financial reconciliations done within 10 working days of month end	Number of reconciliations done divided by total number of reconciliations	reconciliations conducted monthly	Monthly	In progress
Compliance with relevant guidelines	Implement MFMP	Finance management reform in compliance with the MFMP	% Compliance as required by the MFMP	100% compliance as required by MFMP	Ongoing	In progress

Most of the key activities performed by Financial Services have been addressed in Chapter 4 of this report.

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT / PROGRAMME DESCRIPTION	UNIT OF PERFORMANCE MEASUREMENT	ANNUAL TARGET	FREQUENCY/ TIMELINE	ACTUAL PERFORMANCE
Compliance with legislation	Monitor budget process deadlines in relation to the MFMA	Budget Quality	% Compliance with Budget evaluation checklist	100% compliance as per evaluation checklist	Ongoing	In progress
Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Establish an asset register	% of assets bar-coded and entered into the register	fully functional asset register	Ongoing	All assets insured and fixed asset register prepared All assets insured and fixed asset register prepared
Safeguard Council assets	All assets recorded, tagged and recorded in the asset register	Management of the Fixed Asset Register	All assets recorded in the FAR	all assets entered into the register	Ongoing	
Safeguard Council assets	Insure all assets with material values	Insurance/Risk management	Value insured as a % of insurable asset value	all municipal assets insured	Ongoing	

3.1.5 COMMUNITY SERVICES

Table 3.1.5: Core Service Delivery Key Performance Indicators – Community Services

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT / PROGRAMME DESCRIPTION	UNIT OF PERFORMANCE MEASUREMENT	ANNUAL TARGET	FREQUENCY/ TIMELINE	ACTUAL PERFORMANCE
To ensure greater accessibility for communities in the District	Ensure greater accessibility for rural communities.	Review of the Public Transport Plan i.t.o the white paper on the Provincial Transport Policy	Review of PTP	Reviewed PTP	Jun-09	PTP in progress
To facilitate and plan for ongoing sustainable human settlement and economic development in the district	Reconstitution and continuation of the Passenger Transport Forum	The reconstitution and continuation of the Amajuba Passenger Transport Forum	Correspondences and reports	at least four meetings conducted	Jun-09	
To ensure greater accessibility for communities in the District	Ensure greater accessibility for rural communities.	Facilitate construction of a pedestrian access bridge - Ingagane Footbridge	Correspondences and reports		Jun-09	In progress
To contribute towards the achievement of universal access to social services by 2011	Support local municipalities in implementing the cemetery plan	Establishment of cemeteries	Reports on progress made	2 cemeteries to be implemented	Jun-09	In progress
To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functioning District Disaster Management Centre	Disaster Management Centre Forum	Agenda, minutes and attendance register	four meetings to be held	Quarterly	Forum fully effective

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT / PROGRAMME DESCRIPTION	UNIT OF PERFORMANCE MEASUREMENT	ANNUAL TARGET	FREQUENCY/ TIMELINE	ACTUAL PERFORMANCE
To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functioning District Disaster Management Centre	Disaster Management Capacity Building	Report	at least four workshops to be held	ongoing	Training and development for disaster management conducted as per Disaster Management Plan
To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functioning District Disaster Management Centre	Disaster Management Implementation	Report	implementation of the DM as outlined in the plan	ongoing	
To ensure sufficient capacity to prevent/reduce the risk of disasters, mitigate, manage, respond to disasters and facilitate post recovery activities	Maintain a fully functioning District Disaster Management Centre	Fire Fighting Services	Report	have in place fully functional fire fighting services	ongoing	Procured fire fighting equipment
To contribute towards the achievement of universal access to social services by 2009/10	Facilitate the implementation of the HIV & AIDS plan	Facilitation of HIV & Aids activities through the HIV & Aids Council	Correspondences and reports on programmes conducted	facilitation of the HIV/AIDS activities as outlined in the plan	Ongoing	In progress
To contribute towards the achievement of universal access to social services by 2009/10	Facilitate access of social services to all communities	Placement of Environmental Health Services	Correspondences and reports	placement of personnel	Ongoing	In progress
To contribute towards the achievement of universal access to social services by 2009/10	Facilitate the promotion of scarce sport codes in identified areas	Coordinate and run programmes for sports development, promotion and recreation	Correspondences and reports	to conduct at least 8 major sport events	Jun-09	
To contribute towards facilitation of access to skills development, economic empowerment, human rights for vulnerable groups	Facilitate youth empowerment programmes	Youth matters (Youth Summit, Youth day celebration)	Correspondence and reports	to conduct at least a youth function bi-monthly	Jun-09	Youth activities conducted in conjunction with sports
To facilitate the effective operation of Thusong Service Centre in the ADM.	Roll-out of the Thusong Service Centre in the ADM	The on-going operation of the Thusong Service Centre	Correspondences and reports	quarterly reports on functioning of the centre	Jun-09	Thusong Service Centre fully functional

3.1.5.1 KwaMdakane Thusong Service Centre

The Thusong Service Centre of Amajuba district is situated in Dannhauser KwaMdakane. The centre became operational in 2007. Official opening and handing over is not yet done.



The following departments and service providers are operational at the kwaMdakane Thusong Service Centre:

- DLGTA – CDW & MPCC Business units
- Department of Social Development
- Department of Home Affairs
- Department of Local Government and Traditional Affairs – Community Development Workers
- Department of Justice and Constitutional
- GCIS
- Department of Labour
- Telecentre
- Post Office
- SEDA



Strategic objectives of the centre are as follows:

- To bring government information and services closer to people to promote access to opportunities as a basis for improved livelihoods;
- To promote cost effective, integrated, efficient and sustainable service provision to better serve the needs of citizens;
- To build sustainable partnerships with government, business and civil society;
- To create a platform for greater dialogue between citizens and government.

3.1.6 **ENGINEERING SERVICES**

Table 3.1.6: Core Service Delivery Key Performance Indicators – Engineering Services

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT / PROGRAMME DESCRIPTION	UNIT OF PERFORMANCE MEASUREMENT	ANNUAL TARGET	FREQUENCY/ TIMELINE	ACTUAL PERFORMANCE
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Implement and supervise water services customer care	Monthly Reports	Eradicating the backlog on the WSDP/backlog study	Ongoing	See item 3.2 of this report
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	The development of a Potable Water Services Development Plan and Backlogs Eradication	Number of households served	Eradicating the backlog as per the backlog study and WSDP	Ongoing	See item 3.2 of this report
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Finalisation of the Water Resource Plan/ Augmentation Plan (Dams)	Water Resource Plan/WCWD	Development of strategies that would ensure finalization of Wcwd	Jun-09	See item 3.2 of this report
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Review of the WSDP and its alignment with DWAF's Internal Strategic Perspective	Finalization of the Water Extraction License	Water Agric Plan/Gijima Outcomes	6x Gijima Business plans that would support LED Agric objectives	Jun-09	See item 3.2 of this report and the SDBIP under annexure A
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Linking potable water supply plan (WSDP) with economic development initiatives	Section 78 re-assessment	MIIP	Gijima Outcomes	Jun-09	In progress. More information on the SDBIP under annexure A
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	The provision of rudimentary water services	Emadlangeni Bulk Water / Feasibility Study	Correspondences and Reports	Feasibility study towards the Mig/DWAF water b/p	Ongoing	In progress. More information on the SDBIP under annexure A
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	The provision of rudimentary water services	Steil drift Bulk Line Link.	Reports	Eradicate water backlog in the Steil drift area	Jun-09	In progress. More information on the SDBIP under annexure A
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Buffalo Flats Phase 1 Reticulation	Buffalo Flats Phase 1 monthly progress reports	Eradicate water backlog in the buffalo flats phases 1	Jun-09	See item 3.2 of this report and the SDBIP under annexure A
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Buffalo Flats Phases 2 - 6 Business Plan	Business Plan and Technical Report to MIG, ExCo and DWAF	Eradicate water backlog in the buffalo flats phases 1-6 .	Dec-08	See item 3.2 of this report and the SDBIP under annexure A
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Buffalo Flats Phases 2	Business Plan and Technical Report to MIG, ExCo and DWAF	Eradicate water backlog in the buffalo flats 2	Dec-08	See item 3.2 of this report and the SDBIP under annexure A
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Buffalo Flats phase 3	Business Plan and Technical Report to MIG, ExCo and DWAF	Eradicate water backlog in the buffalo flats 3	Dec-08	See item 3.2 of this report and the SDBIP under

2008/09 ANNUAL REPORT



AMAJUBA DISTRICT MUNICIPALITY
A PLACE OF OPPORTUNITY

IDP OBJECTIVE	KEY PERFORMANCE INDICATOR	PROJECT / PROGRAMME DESCRIPTION	UNIT OF PERFORMANCE MEASUREMENT	ANNUAL TARGET	FREQUENCY/ TIMELINE	ACTUAL PERFORMANCE
to all consumers by 2009/10						annexure A
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in facilities for communities	Rural Multi purpose center phase 2	MIG monthly reports	Provide a multi purpose center	Dec-08	See item 3.2 of this report and the SDBIP under annexure A
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	DWAF school /clinic sanitation	reports	Eradicate water backlog in the at schools and clinics	Dec-08	See item 3.2 of this report and the SDBIP under annexure A
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of water networks	Inverness Household Sanitation	Sanitation Co-ordination meetings and Monthly progress reports	Eradicate sanitation backlog in the Inverness area	Jun-09	See item 3.2 of this report and the SDBIP under annexure A
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of access to free basic sanitation	Naas Household Sanitation	Sanitation Co-ordination meetings and Monthly progress reports	Eradicate sanitation backlog in the Inverness area	Jun-09	See item 3.2 of this report and the SDBIP under annexure A
To ensure access to free basic water and expansion of water service delivery to all consumers by 2009/10	Attract additional investment in the expansion of access to free basic sanitation	Amajuba Household Sanitation Feasibility	Amajuba Household Sanitation Technical Report	Complete business plans for sanitation within the district	Jun-09	See item 3.2 of this report and the SDBIP under annexure A

3.2 PROVISION OF BASIC SERVICES

3.2.1 WATER SUPPLY

Newcastle Local Municipality is authorised (Water service Authority) for the Newcastle Area whereas Amajuba District Municipality is the Water Service Authority (WSA) for Dannhauser and Emadlangeni Municipalities. The table below illustrates a percentage of households with and without access to water.

Table 3.2A: Percentage of households with and without access to water as at 30 June 2009

Municipality	Baseline as per census 2001 information	Below basic level of services / backlog (%)	Basic level of service (%)	Above basic level of service (%)	Total (%)
Dannhauser	73.5%	45.0	47.0	8.0	100
Emadlangeni	76%	75.7	7.3	17.0	100
Amajuba DM	74.75%	60.35%	27.15	12.5%	100

Sources:

- The relevant infrastructural sector plans;
- The Amajuba NSDP Pilot Project (2009);
- The MIG-MIS Backlog figures (2009);
- STATSSA's Neighbourhood Survey (2007);
- The Amajuba Baseline Data Study (2005); and
- STATSSA's 1996 and 2001 Census

There are a number of constraints impacting on the ability of municipalities to deliver infrastructure services. These constraints include the following:

- Funding and financial issues:
 - Metering (either pre-paid or conventional) of water and energy consumption
 - Lack of revenue, indigent policies and enforcement
 - Private sector investors and lenders not attracted to invest in infrastructure roll-out
 - MIG cashflow constrains is directly attributable for the adverse implementation of the Water and sanitation projects

Table 3.2B below illustrates how the backlog in water will be addressed.

Table 3.2B: Actual and Anticipated: Water Supply Cashflows Buffalo Flats Phase 1 – 3 and Emadlangeni Bulk Waterline

Description	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14	TOTAL
Phase 1-In progress	6,215,105	12,443,074	6,116,301	-	-	-	-	-	24,774,480
Phase 2-In progress	-	199,097	8,833,339	15,000,000	10,768,117	-	-	-	34,800,553
Phase 3- Design stage	-	-	1,000,000	3,000,000	10,000,000	24,000,000	24,000,000	21,535,765	83,535,765
Emadlangeni Bulk line –in design stage	-	0	9,588, 000	15,412,000	0	-	-	-	25,000,600

3.2.2 SANITATION

The table below illustrates a percentage of households with and without access to sanitation.

Table 3.2C: Percentage of households with and without access to sanitation as at 30 June 2009

Municipality	Baseline as per census 2001 information	Below basic level of services / backlog (%)	Basic level of service (%)	Above basic level of service (%)	Total (%)
Dannhauser	76.5 %	82.86%	3.02%	14.12%	100
Emadlangeni	76.7%	82.73%	4.41%	12.86%	100
Amajuba DM	76.6%	82.79%	3.71%	13.49%	100

Sources:

- The relevant infrastructural sector plans;
- The Amajuba NSDP Pilot Project (2009);
- The MIG-MIS Backlog figures (2009);
- STATSSA's Neighbourhood Survey (2007);
- The Amajuba Baseline Data Study (2005); and
- STATSSA's 1996 and 2001 Census

Action to Eradicate Sanitation Backlogs: The Implementation of the Amajuba District Household Sanitation project

Dannhauser Local Municipality: Estimated households to be served: 17235 HH @ R85 million; Population to be served: 84 121

Emadlangeni Local Municipality: Estimated households to be served: 4312 @ R23 million; Population to be served: 27885; Status: Planning Stage; Estimated costs as per DWAF Guideline: R4500 per unit; R11 million for Inflation over the next 5 financial years

3.2.3 ELECTRIFICATION AND SOLID WASTE REMOVAL

Solid waste removal and electricity are functions of the local municipalities.

3.3 PROJECTS

An organisational performance report consisting of projects undertaken by Amajuba DM in the year under review. These organizational reports were conducted on a quarterly basis. Each organizational reports gives an overview of how each department has performed in terms of implementation of the IDP projects. During the year under review, the Municipal Manger, Portfolio Councillor and/or Executive Committee conducted site visits on a regular basis to substantiate the information in the report and also to evaluate the project.

The organizational performance report is part of an Annual Performance Report, which is part of the Annual Financial Statements attached as **annexure A**.

3.4 APPOINTMENT OF SERVICE PROVIDERS

During the year under review, the SCM unit became effective; table 3.5 below illustrates consultants appointed during the year under review as per SCM policy.

Table 3.3: List of service provider in 2008/2009 paid more than R100, 000

Description	Amount
Printing of t/shirts	141,350.00
Catering for youth Summit	102,600.00
5000L water storage tanks plastic taps	127,501.25
Printing of golf-shirt	119,700.00
Disaster tents	367,080.00
Water Tanks	127,501.25
Golf Shirt for KwaNaloga Games	199,950.00
Garden Fencing and catering Equipment	199,023.00
Golf Shirt for KwaNaloga Games	181,800.00
Supply of Corporate goods	209,760.00
Advert for district project	158,004.00
Printing of wall Diaries	175,104.00
Disaster safety attire	117,112.20
T/Shirts for senior citizens	198,000.00
Catering for 3000	196,500.00
Tourism marketing DVD	131,550.00
Hire of Taxis	106,250.00
Printing of Annual report	134,520.00
Supply of Baking Equipment	260,000.01

Description	Amount
Printing of T/Shirts, Certificate and hire of Sound System	185,117.75
Photocopier Contract	171,520.00
Water Conservation	770,000.00
Southpark Cricket Ground – Electrical Cabling and Connections	572,177.40
Southpark Cricket Ground – Electrical Lighting Disconnections	289,500.00
Hire of Sound system	180,000.00
Hire of Sound system	180,000.00
Purchase of desktop and T-Shirts	195,000.00
Hire of Sound system	180,000.00
Poultry Project material	142,556.00
Security services	151,785.24
Installation and maintenance of CCTV	165,033.00
Disaster Equipment	1,124,500.00
Waste Management Plan	340,728.90
Golf Shirt	126,160.00
Sport Material	108,414.00
Building Material	199,996.00
Poultry Project material	199,440.00
Garden Equipment	195,744.00
Sound System	195,633.30
Sound System	180,000.00
Golf Shirt	870,000.00
Carwash Material	199,680.00
Sound System	160,650.00
Refreshment	180,000.00
Transport hire	132,500.00
Catering	152,000.00
Hire of Sound system	170,000.00
Refreshment	112,105.50
Hire of Tents	100,500.00
Updating ADM Routes	166,229.10
Consultant / Project leader additional offices	508,253.14
Construction of Blue Mountain Sportsfield	362,525.93
Waste water Compilation	673,808.40
Billboard rental	195,624.00

Description	Amount
Upgrade of Monte Vista	5,568,400.00
Sound System	181,000.00
Sound System	180,000.00
Security Services (Monte Vista)	109,448.55
Renewal of an contract	186,048.00
Amajuba 10 Tunnel	167,762.40
Sound system	185,000.00
Transport	113,000.00
Monte casino up grade	6,300,000.00
Total Expenditure	26,081,146.32

Source: Supply chain management report

AUDITED FINANCIAL STATEMENTS AND RELATED FINANCIAL INFORMATION

4.1 INCOME RECEIVED

4.1.1 GRANTS AND SUBSIDIES

The following grants/subsidies were received during the year under review.

Table 4.1: Grants and Subsidies Received

Grant/Subsidy	2005/06	2006/2007	2007/2008	2008/09
Local Government Financial Management Grant	250,000	500,000	500,000	500,000
Municipal Systems Improvement Programme Grant	1,000,000	1,000,000	1,000,000	735,000
Water Services Operating Subsidy	777,000	638,600	474,300	353,400
Implementation of Water Services Projects: Drought Relief (Capital)	0	0	1,000,000	0
Implementation of Water Services Projects: Disaster Relief (Indirect)	6,512,260	0	1,384,000	0
Sports & Recreational Programme Grant	1,580,000	15,250,000	8,750,000	32,079,700
Consolidated Municipal Infrastructure Programme Grant	19,332,539	14,412,261	19,067,989	23,508,000
Equitable Share Allocation	11,018,517	40,701,565	48,135,156	23,274,000
Department of Local Government and Traditional Affairs	-	-	1,350,000	0
Development Bank of South Africa	-	-	50,000	369,805
Gijima Grants	-	-	495,103	0
TOTAL	40,470,316	72,502,426	82,206,548	80,819,905

Source: Amajuba DM Annual Financial Statements for the period ended 30 June 2006, 2007, 2008 and 2009

4.1.2 OPERATING INCOME

Table 4.2: Operating Income

INCOME	2005/2006 (actual)	2006/2007 (actual)	2007/2008 (actual)	2008/2009 (budget)	208/2009 (actual)
Levy Income	24,472,785	0	0	0	0
Water Sales	0	0	6,063,896	0	0
Grants & Subsidies	19,674,785	42,727,473	51,238,326	67,225,873	60,954,079
Other Income	2,734,354	3,003,441	8,138,001	33,093,978	21,782,827
Total	46,881,681	45,730,914	65,440,223	100,319,851	82,736,906

Source: Amajuba DM Adjustment Budget 2007/2008 Annual Financial Statements for the period ended 30 June 2006, 2007, 2008 and 2009

4.2 MUNICIPAL EXPENDITURE, LOANS, LOSSES AND INVESTMENTS

4.2.1 EXPENDITURE

The major expenditure categories for the Amajuba District Municipality are set out in the table below.

Table 4.3: Operating and Capital Expenditure

Expenditure Item	2005/2006 (actual)	2006/2007 (actual)	2007/2008 (actual)	2008/2009 (budget)	2008/2009 (actual)
Salaries, wages and allowances	13,729,955	14,632,477	17,824,649	24,083,499	21,072,677
General expenditure	14,906,190	20,443,911	35,061,093	76,889,733	58,176,279
Repair and maintenance	401,624	462,934	512,243	2,049,604	1,481,494
Capital charges	426,370	384,051	292,787		
Contributions to Fixed Assets	9,825,703	841,448	0		
Contributions to special funds	1,491,951	2,065,951	2,301,307		
Projects	9,249,740	0	0		
Total: Gross expenditure	50,031,532	38,830,772	55,992,079	103,022,836	80,730,450
Less: Amounts charges out	0	0	0		
Total: Net expenditure	50,031,532	38,830,772	55,992,079	103,022,836	80,730,450

Source: Amajuba DM Annual Financial Statements for the period ended 30 June 2006, 2007, 2008 and 2009

The levy income was scrapped on the 1st of July 2006; levy replacement grant was then introduced.

4.2.2 INVESTMENTS, LOANS AND LOSSES

TABLE 4.4: External Loans

Loan	Type	Interest Rate	Balance 30/06/06	Balance 30/06/07	Balance 30/06/08	Balance 30/06/09
DWAF	Annuity	14.82%	-	-	-	-
INCA Loan	Other	16.85%	-	-	-	-
DBSA Loan	Other	12.00%	-	-	-	-
Finance Leases	Lease	-	98,916	346,460	278,501	201,925
Total			98,916	346,460	278,501	201,925

Source: Amajuba DM Annual Financial Statements for the period ended 30 June 2006, 2007, 2008 and 2009

The finance leases are secured by assets of the Amajuba District Municipality.

TABLE 4.5: Investment Analysis

Investment Description	Balance 2007/2008	Balance 2008/2009
Investec 1 - 11 Years	8,166,586.61	9,361,542
ABSA - 32 Days Notice	21,700,407.81	32,952,228
ABSA Call Account - Umzinyathi	11,779,466.68	0
Nedbank	20,388,498.20	22,797,915
Standard Bank	7,615,943.00	32,060,917
Standard Bank-32 Day Notice	20,374,061.61	0
Grand Total	90,024,963.91	97,172,602

Attached as **annexure B** is the Auditor General's Report and Audited Financial Statements for the year under review.

REPORT OF THE AUDIT COMMITTEE

In compliance with the provisions of Chapter 14 Section 166 of the Municipal Finance Management Act No. 56 of 2003 (MFMA), the Amajuba District Municipality established its first Audit Committee in December 2004.

5.1 AUDIT COMMITTEE MEMBERS AND ATTENDANCE

The Audit Committee, consisting of four independent, outside members. Two of the members are graduates who have been groomed to become fully effective audit committee members.

During the financial year under review, five scheduled meetings were held.

<u>Name of Member</u>	<u>Number of meetings attended</u>
Mrs Corrie VD Merwe (Chairperson with effect from February 2008)	6
Mr Nhlanhla Buthelezi	6
Mr Sifiso Shongwe (graduate)	6
Ms Lindiwe Ndlozi (graduate)	5

5.2 INTERNAL AUDIT CHARTER AND THE AUDIT COMMITTEE CHARTERS

- The internal audit charter and internal audit strategy and planning memorandum, which define the roles and responsibilities of the internal auditors, have been drawn, submitted to the audit committee and approved.
- The audit committee charter, which defines the roles and responsibilities of the committee, have been drawn, revised and implemented.

5.3 STATUTORY REQUIREMENTS OF THE AUDIT FUNCTION

Section 166 of the MFMA No. 56 of 2003 regulates the responsibilities and functioning of the Audit Committee. The following are the activities conducted by the Audit Committee during the year under review:

- Review of the annual financial statements;
- Review of the income and expenditure reports;
- Review of the internal quarterly audit reports regarding by the Internal Auditors; and
- Review of the Municipalities Performance Management mid-year assessments in terms of section 57 of the Local Government: Municipal Systems Act No. 32 of 2000 as amended.

5.4 INTERNAL AND EXTERNAL AUDIT

In fulfilling its responsibilities, the Audit Committee carried out the task of overseeing the role of the internal and external auditors, which involved the following:

- Review of the Audit Committee Charter and Internal Audit Strategy and Planning Memorandum to ensure that they are in accordance with the appropriate legislation;
- Discussion with the internal auditors with a view to reaching consensus on the overall scope of and due consideration being given to the applicable legislation to their auditing tasks; and
- Review of the external auditor's management letters as well as management's response.

In the Audit Committee Member's opinion, the audit was conducted in compliance with accepted Auditing Standards and the Professional Practice of Internal Auditing as well the requirements of the Municipal Finance Management Act of 2003 as amended and other legislated standards.

5.5 EVALUATION OF THE ANNUAL FINANCIAL STATEMENTS

The Audit Committee evaluated the Amajuba District Municipality's financial statements for the year ended 30 June 2009 and the accounting policies that have been applied in their preparation.

Following the audit of the annual financial statements for the year ended 30 June 2009, the Auditor General concluded that, except in respect of negative effect of the matters referred to in paragraphs 8 and 9 of his report, the financial statements have been prepared in all material respects, in accordance with the basis of accounting required by policy, practice and legislation.

The qualification in respect of the matters set out in the Auditor General's report under paragraph 8 and 9 relate to:

- Accumulated surplus: R8.5 million adjustment made against the accumulated surplus in the current year and
- Commitments: The difference of R5.5 million between the financial statements and the commitments register and or contracts

As the Chief Financial Officer was suspended in October 2009 he was not available to answer queries from the Auditor General. This together with deficiencies, pointed out in paragraph 20 of the Auditor General's Report, lead to a qualified report. As a matter of urgency the Accounting Officer will have to address the problem and work out an action plan to resolve the problem.

The committee concurs with the opinion by the Auditor General that certain aspects of the Municipality's control environment in regard to paragraph 21 of the Auditor General's Report require remedial action and follow up by the Municipal Manager.

Chairperson of the Audit Committee
MCL VD Merwe



LIST OF REFERENCES

Amajuba Baseline Study, 2005

Amajuba District Municipality Integrated Development Plan Reviews

Local Government: Municipal Systems Act, 32 of 2000

Local Government: Municipal Finance Management Act No. 56 of 2003

Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006

Local Government: Municipal Planning and Performance Management, 2001

PMS Review

South African Constitution, 1996

White Paper on Local Government, 1998

K11: MUNICIPAL TURN- AROUND STRATEGY

AMAJUBA DISTRICT MUNICIPALITY TOP 10 PRIORITY TURN AROUND FOCAL AREAS

Ref.	Vote No.	National Key Performance Area	Municipal Key Performance Area	Strategic Objective	Priority Turn Around Focal Area	Sub-Focal Area	Identified Limitations	Solutions	Key Performance Indicator	Timeframe	Responsible Person	Budget
1	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Stability of Councils	Legislated Structures	1. Council composition	Speaker to convene whips meeting to deliberate on the Deputy Mayor election; Report on the outcome of deliberations by the Speaker	Whips meeting to deliberate Deputy Mayor election successfully held and Deputy Mayor elected	end May 2010	Speaker	n/a
							2. ExCo composition					
							3. Portfolio Committees					
							4. Councillor Oversight Committee					
						Political Component	1. No deputy mayor	Speaker to convene whips meeting to deliberate on the Deputy Mayor election; Report on the outcome of deliberations by the Speaker	Whips meeting to deliberate Deputy Mayor election successfully held and Deputy Mayor elected	end May 2010	Speaker	n/a
							2. No regular attendance of meetings by all councillors					
							3. Lack of implementation of Code of Conduct for councillors					
							4. Political Parties to participate in all Sect 79 Committees as per proportional representation					
						Administration	1. No MM	Council to decide	Council formal decision	end May 2010	Council	n/a
							2. Suspended CFO	Fast track the resolution and settlement of the matter	Implementation of the resolution on decision taken	end June 2010	Council	n/a
	n/a	Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance	Stability of Councils	Portfolio Committees	1. Not fully representative	Speaker to convene meeting of whips to decide on representation and report to Council	Whips meeting to deliberate Deputy Mayor election successfully held and Deputy Mayor elected	end May 2010	Speaker	n/a

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				requirements by 2015			2. Regular (lack of) attendance	Chairperson to motivate and respond in writing to the speaker for deviations by members	Speaker's formal written response	end May 2010	Chairperson of Portfolio Committees	
							3. Minimum integration of agenda items by Councillors	Capacity training be organised by MM (targeted capacity training)	Training organised	end May 2010	MM	
							4. Items from Portfolios are not presented / reported to ExCo by ExCo Cllrs	ExCo councillors (chairing portfolios) to lead items tabled to ExCo	All ExCo Councillors lead their respective items tabled to ExCo	end May 2010	Speaker	
						Councillor Oversight	1. No Council Oversight Committee in place	Organise a workshop on Councillor oversight roles and establish the committee	Councillors workshoped on their oversight role	end May 2010	Council and MM - MM in consultation with Speaker to facilitate the whole process	R 50,000
2		Municipal Institutional Development and Transformation	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Training of Councillors	Training of councillors	1. Lack of co-operation from Councillors in matters of capacity building	Cllrs to indicate commitment and willingness to be capacitated	Number of Councillors participated in capacity building	end May 2010	MM and HR (Note: LGSETA, Kwanaloga, COGTA and SALGA be utilised to guide training for Cllrs)	R 250,000
								After skills audit compilation, training plans be developed and implemented	Training plan developed for Councillors			
							2. Absence of skills audit data of councillors	Submit information to assist the SDF to compile skills audit for Councillors	All information required to compile skills audit submitted to SDF			

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							3. Absence of training plans for councillor and skills development plan	SDF to assist Councillors in submitting the information				
3		Good Governance and Public Participation	Good Governance	To maintain ongoing intergovernmental relations among the three spheres of government	Public Participation	Broader Public Participation Policies	1. No broader Public Participation strategy	Develop the Public Participation Strategy	Public Participation Strategy developed	end September 2010	MM	R 300,000
								Ensure participation of all LMs	All LMs participated in the development of the Public Participation Strategy			
								Intergovernmental Relations Forum to be core in forging buy-in	Intergovernmental Relations Forum key in the buy-in of the Public Participation Strategy			
4	n/a	Basic Service Delivery	Integrated Service Delivery	To ensure access to water management and maintenance (infrastructure development) to all consumers	Access to water: management and maintenance	Infrastructure Development	1. Limited access to funding	Amajuba DM is not in a position to meet the eradication of water backlog by 2014 as required by government, due to cash flow constrain from MIG allocation. It is therefore recommended that other sources of funding be identified as a matter of urgency	To actively source and secure alternative funding	end Dec 2010	DES	n/a
	n/a							Engineering department to engage DBSA and other relevant sector departments regarding attraction of additional funding. Engineering Department to strengthen its capacity in terms of human resource, should additional funding be made available.		end Dec 2010	DES	n/a

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								Cash flow required to eradicate the water services backlog within the national target timeframe Total Capital Required: R 216 Mill required (2014) R 153 Mill Shortfall (2014) R63 Mill Committed up until the year 2012.		end Dec 2010	DES	R 216m required by 2014
	n/a			To ensure access to water management and maintenance (policy development) to all consumers		Policy Development	1. Inadequate and/or lack of water services' policies and bylaws	Arrangement for the development and urgent review of water policies and by-laws be also attended as a matter of urgency	Water policies and by-laws developed or reviewed where applicable	end July 2010	DES	n/a
	n/a			To ensure access to water management and maintenance to all consumers		Funding	1. Non-implementation of WSA/WSP Agreement regarding the securing of funds	It was agreed that uThukela water as an entity have a responsibility to seek/explore and secure funding for the implementation of water capital projects as per WSA/WSP agreement. Arrangement for the development and urgent review of water policies and by-law		end Dec 2010	DES	n/a
	n/a			To ensure access to water management and maintenance (infrastructure development) to all consumers		Infrastructure Development (Capital Projects)	1. Non reporting on current implemented capital projects by uThukela Water leading to difficulties in decision making	A detail report to be prepared and tabled to Council regarding ADM capital projects currently being implemented by uThukela water, in order to assess whether ADM should take over the implementation thereof	Detailed report prepared and tabled to Council	end Dec 2010	DES	n/a

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5		Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic sanitation delivery (infrastructure development) to all consumers	Access to Sanitation	Infrastructure Development	1. Unforthcoming outcome of MEC's investigation relating to Dannhauser sanitation projects 2. Lack of funds to finance planned eMadlangeni sanitation projects	Business plan for the eradication of sanitation backlog was approved for Dannhauser area, but implementation was suspended due to an investigation by MEC, engineering department to fast track investigation findings.	Report from engineering on the eradication of sanitation backlog	end May 2010	DES	R 88m (Dannhauser) and R 45m (eMadlangeni)
		Basic Service Delivery	Integrated Service Delivery	To ensure access to free basic sanitation delivery (infrastructure development) to all consumers		Funding	1. Limited funds to eradicate sanitation backlog	Amajuba DM is not in a position to meet the eradication of sanitation backlog by 2014 as required by government, due to cash flow constrain from MIG allocation .It is therefore recommended that other sources of funding be identified as a matter of urgency	To actively source and secure alternative funding	Ongoing	DES	R119 m required by 2014
6	n/a	Basic Service Delivery	Integrated Service Delivery	To ensure access to electrical supply and expansion of electricity service delivery to all consumers	Access to Electricity management and Maintenance	Electricity Supply Development Plan	1. No visible role played by the ADM in electricity supply within its jurisdiction	Amajuba DM to develop strategies and plans that will look at alternative sources of energy e.g. solar panels	To actively source alternative sources of energy	end Dec 2010	DES	n/a
								ADM to engage ESKOM and DME regarding the provision of electricity within ADM area of jurisdiction	Reports of discussions with ESKOM and DME	Ongoing	DES	n/a
								Relevant forum to deal with electrification to be established at a district level	Established relevant forum to deal with electrification	end Jun 2010	DES	n/a

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7	n/a	Basic Service Delivery	Integrated Service Delivery		Access and maintenance of access roads	Transport Infrastructure Development	1. No visible role played by the ADM in transport infrastructure within its jurisdiction	A forum is to be established by the Engineering department, this forum will include ADM, all local Municipalities as well as Department of Transport	Established relevant forum	end Jun 2010	DES	n/a
								Condition of districts roads to be assessed and established forum to deal with strategic access roads within locals	Established relevant forum to deal with strategic access roads within locals	end Dec 2010	DES	n/a
8	n/a	Basic Service Delivery	Integrated Service Delivery	To ensure sustainable waste management in the district	Access to solid waste and refuse removal	Solid Waste Management	1. Inadequate and/or lack of bylaws as well as engagement with LMs	ADM must urgently engage Newcastle Municipality on waste management issues as this is a shared service between these Municipalities	Report on engagement of Newcastle Municipality on waste management issue	end Jun 2010	DES	n/a
								ADM to assist all Local Municipalities in identifying and fast tracking the review and preparation of by-laws		end Aug 2010	DES	n/a
								ADM to take the lead in establishing the regional waste facilities		end Dec 2010	DES	n/a
9	n/a	Basic Service Delivery	Integrated Service Delivery	To facilitate and plan for ongoing sustainable human settlement and economic development in	Formalisation of Informal Settlements	Formalisation of Informal Settlements	1. Lack of coordination and engagement between the family of municipalities regarding informal settlements with regard to provision of water and	The role of ADM on formalisation of informal settlement will be limited to co-ordination and ensuring that proper housing plans are adopted by District		Ongoing	DES	n/a

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				the district			sanitation services	Housing provision on privately owned land is not possible in the current policy environment and as a large need for housing exists on this type of land, a strategic review is needed.				
10	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Clean Audit	Financial Management	1. No formal accredited training on compilation of Audit Response Plan	Compile and Audit Response Plan with assistance from Provincial and National Treasury (Training and Support)	Compiled and Audited Response Plan	end July 2010	CFO	n/a
							2. No sufficient monitoring internal controls and procedures	Implement Recommendations & responses (Corrective measures) with assistance from private service provider (review of AFS and update of fixed asset register, restructuring of FMS charts of Accounts to produce GRAP compliant Report, and Project management)	Recommendations and responses implemented	end July 2010	CFO	n/a
							3. Insufficient time to for the internal auditors and audit committee to review AFS before submission to AG	Review of financial statements before submission to AG	AFS reviewed and submitted to AG on time	end July 2010	CFO	n/a
							4. No formal accredited training	AFS Preparation Project Plan (intervention from Cogta)	AFS Project Plan prepared	end July 2010	CFO	n/a
						IT Management Systems	1. Insufficient knowledge of Grap	Restructure financial management system/Grp compliant reports	Restructured financial management system/Grp compliant reports	end July 2010	CFO	n/a
	n/a	Municipal	Institutional	To ensure	Clean Audit	Auditing	1. Unscheduled audit, no	Seeking audit focus points from	Complied with	end July	CFO	n/a

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		Financial Viability and Management	and Governance	progressive compliance with institutional and governance requirements by 2015			clear and complete audit file, un-updated Grap compliant FAR, reporting deadlines not met	AG	legislative reporting time lines	2010		
								Create a clear and complete audit file	Prepared an audit file before AG arrive for audit			n/a
								Documents control register	Control register documented			n/a
								Updated grap compliant fixed register				n/a
								Comply with legislative reporting time lines	Complied with legislative reporting time lines			n/a
								Well Documented Audit File	Prepared an audit file before AG arrive for audit			n/a
							2. Lack of access to uThukela Water financial information	Integrate Financial system with UThukela Water Pty Ltd Debtors Module	Financial system with UThukela Water Pty Ltd Debtors Module integrated	end July 2010	CFO	n/a
							3. Centralized responsibilities resulting in poor functioning of financial department	Unbundle/decentralize activities of financial reporting		end July 2010	CFO	n/a
	4. No sufficient monitoring internal controls and procedures	Reviewing internal controls and procedures	Internal controls and procedures reviewed	end July 2010	CFO	n/a						
	n/a	Municipal Financial Viability and Management	Institutional and Governance	To ensure progressive compliance with institutional and governance requirements by 2015	Clean Audit	Internal Auditing Functionality	1. Non-compliant performance and financial audit committee as well as failure to use internal audit effectively	Ensure the Internal Audit Committee and Internal Audit unit is functional and reports accordingly to allow effective oversight (with assistance from Auditor General)	Functional Internal Audit Committee and Internal Audit unit	end May 2010	CFO	n/a
							2. Reoccurrence of previous audit queries not effectively	Non-occurrence of previous audit queries	All previous audit queries sorted	end July 2010	CFO	n/a

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Ref.	Vote No.	National Key Performance Area	Municipal Key Performance Area	Strategic Objective	Priority Turn Around Focal Area	Sub-Focal Area	Identified Limitations	Solutions	Key Performance Indicator	Timeframe	Responsible Person	Budget
							addressed in current financial year					
						Supply Chain Management	1. Lack of effective oversight role on SCM implementation	Ensure effective oversight on SCM deviations		end July 2010	CFO	n/a
								Electronically project and tender register management				
							2. Inadequate implementation of SCM policies and procedures	12 Month Calendar Plan for demand management	Adequate implementation of 12 Month Calendar Plan for demand management	end July 2010	CFO	n/a
							3. Risk Management Plan not reviewed	Risk Identification Plan	Reviewed Risk Identification Plan	end July 2010	CFO	n/a
						Training of finance staff	1. Inadequate personnel at finance department	Increase capacity of financial services staff		end July 2010	CFO	n/a